

Executive Presentation to Europool

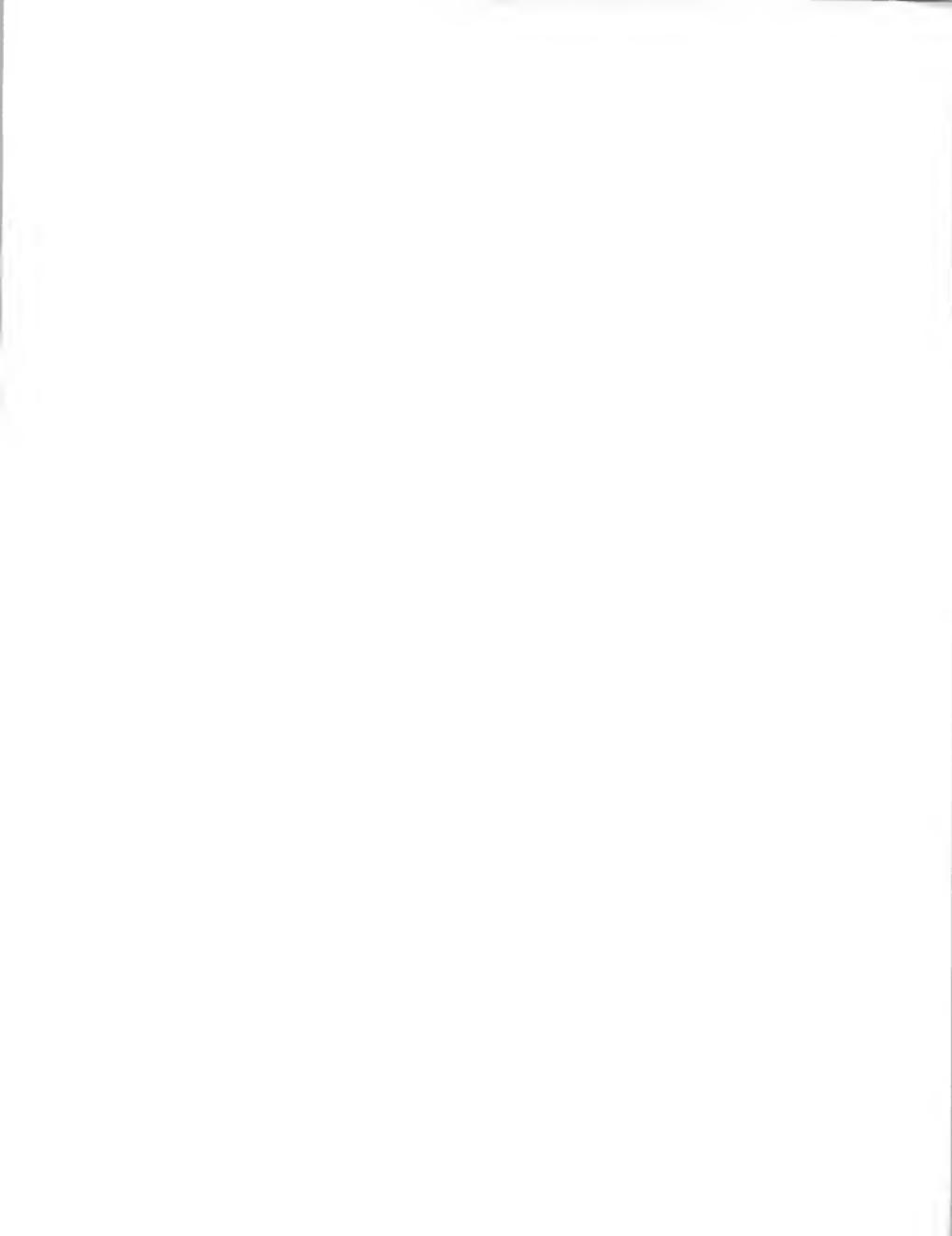
Thursday 25 April 1991

**Lucerne
Switzerland**

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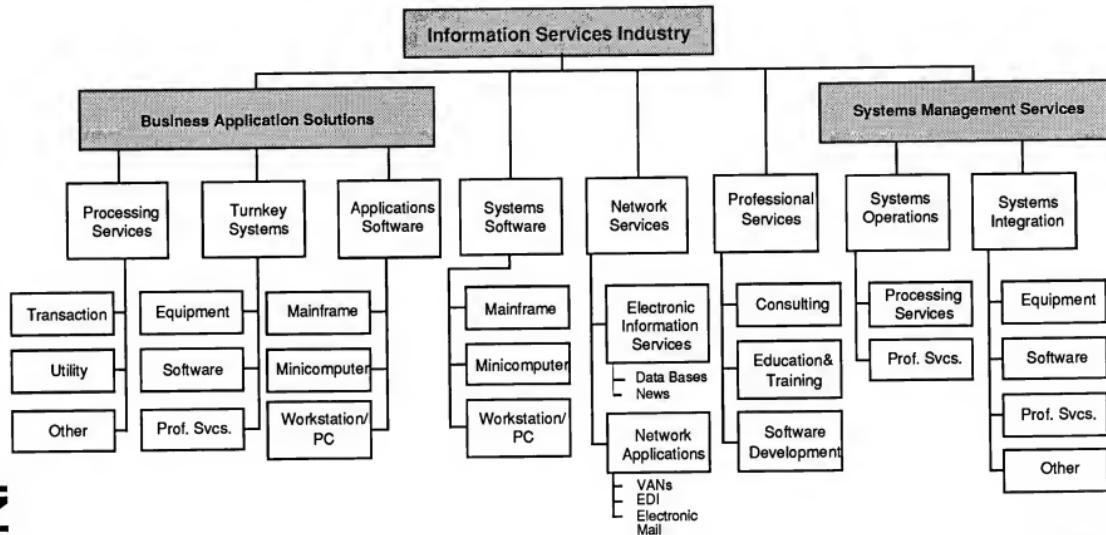
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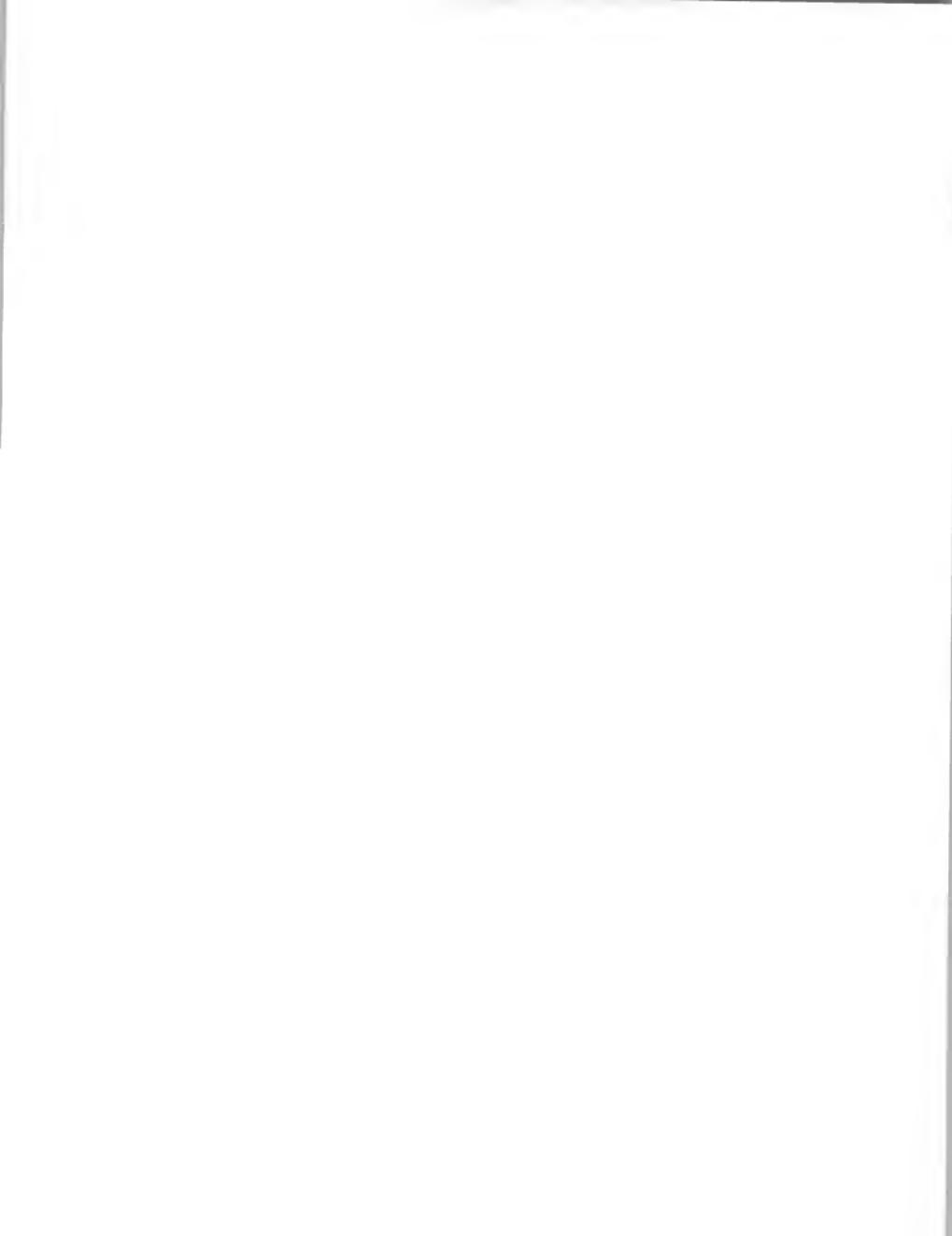
European Software and Services Overview



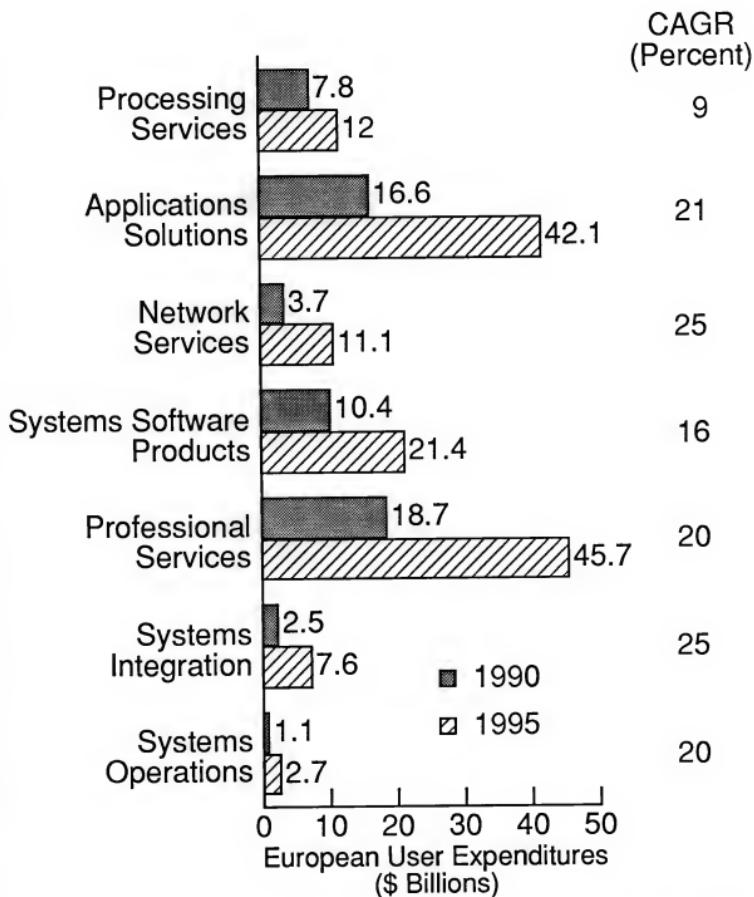
Information Services Industry Structure—1990



Source: INPUT



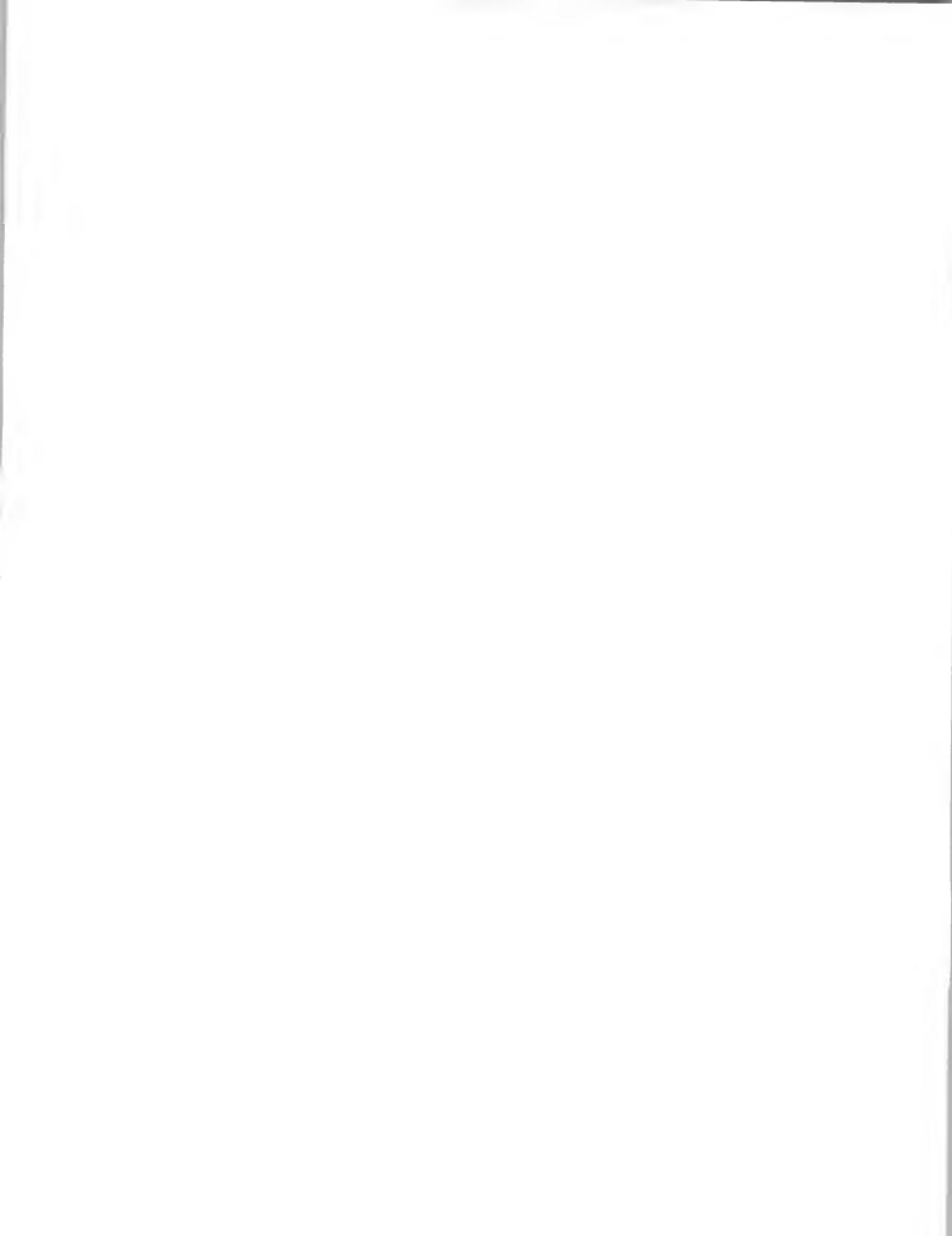
Computer Software and Services Markets by Delivery Mode, 1990-1995





Software and Services Market Country Analysis

	User Expenditures—ECUs Billions		
	1990	1990-1995 CAGR (Percent)	1995
France	13.5	19	32.5
Germany	10.4	18	24.1
U.K.	9.1	19	21.5
Italy	6.1	19	14.7
Sweden	1.7	18	3.8
Denmark	1.4	16	2.9
Norway	1.1	15	2.3
Finland	1.0	17	2.1
Netherlands	3.0	18	6.7
Belgium	1.6	18	3.6
Switzerland	1.7	19	3.9
Austria	0.9	17	1.9
Spain	1.7	21	4.4
Rest of Europe	0.7	20	1.7
Total	53.9	19	126.1



Leading Independent Vendors, 1989

Software and Services

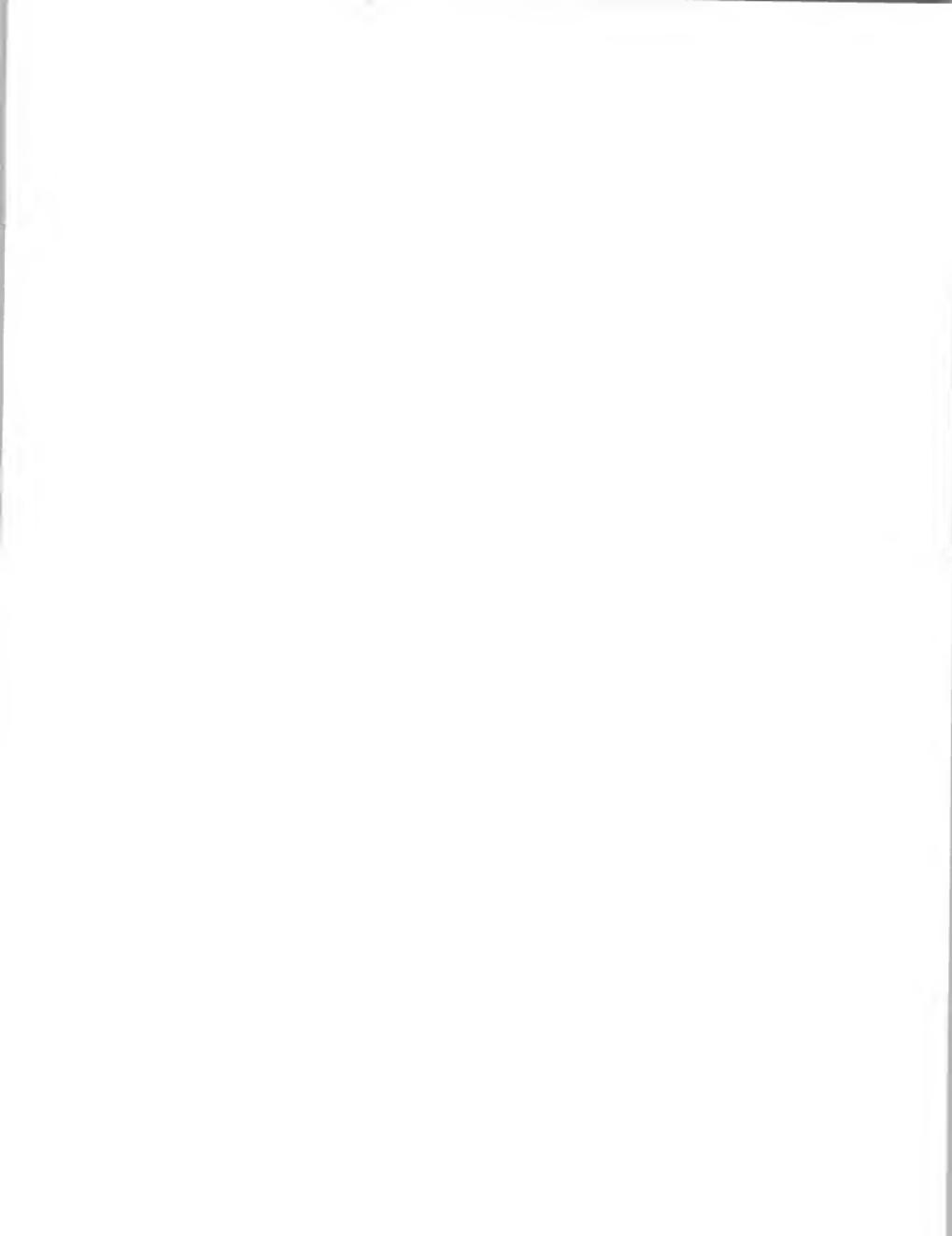
Western Europe

Rank	Vendor	Country of Origin	Estimated Revenues (\$ Millions)	Market Share (Percent)
1	CAP Gemini Sogeti	France	980	1.9
2	Reuters	U.K.	900	1.7
3	Andersen	U.S.	520	1.0
4	Finsiel	Italy	470	0.9
5	Computer Associates	U.S.	440	0.8
6=	GEIS	U.S.	380	0.7
6=	Sema	France	380	0.7
8	SD-Scicon	U.K.	350	0.7
9	Sligos	France	340	0.7
10	Concept	France	330	0.6
11	Datev	Germany	300	0.6
12	Getronics	Netherlands	290	0.6
13	Hoskyns	U.K.	280	0.5
14	Volmac	Netherlands	270	0.5
15	Oracle	U.S.	260	0.5
16=	Extel	U.K.	250	0.5
16=	GSI	France	250	0.5
18	Dun & Bradstreet	U.S.	240	0.5
19	EDS	U.S.	230	0.4
20	Telerate	U.S.	200	0.4



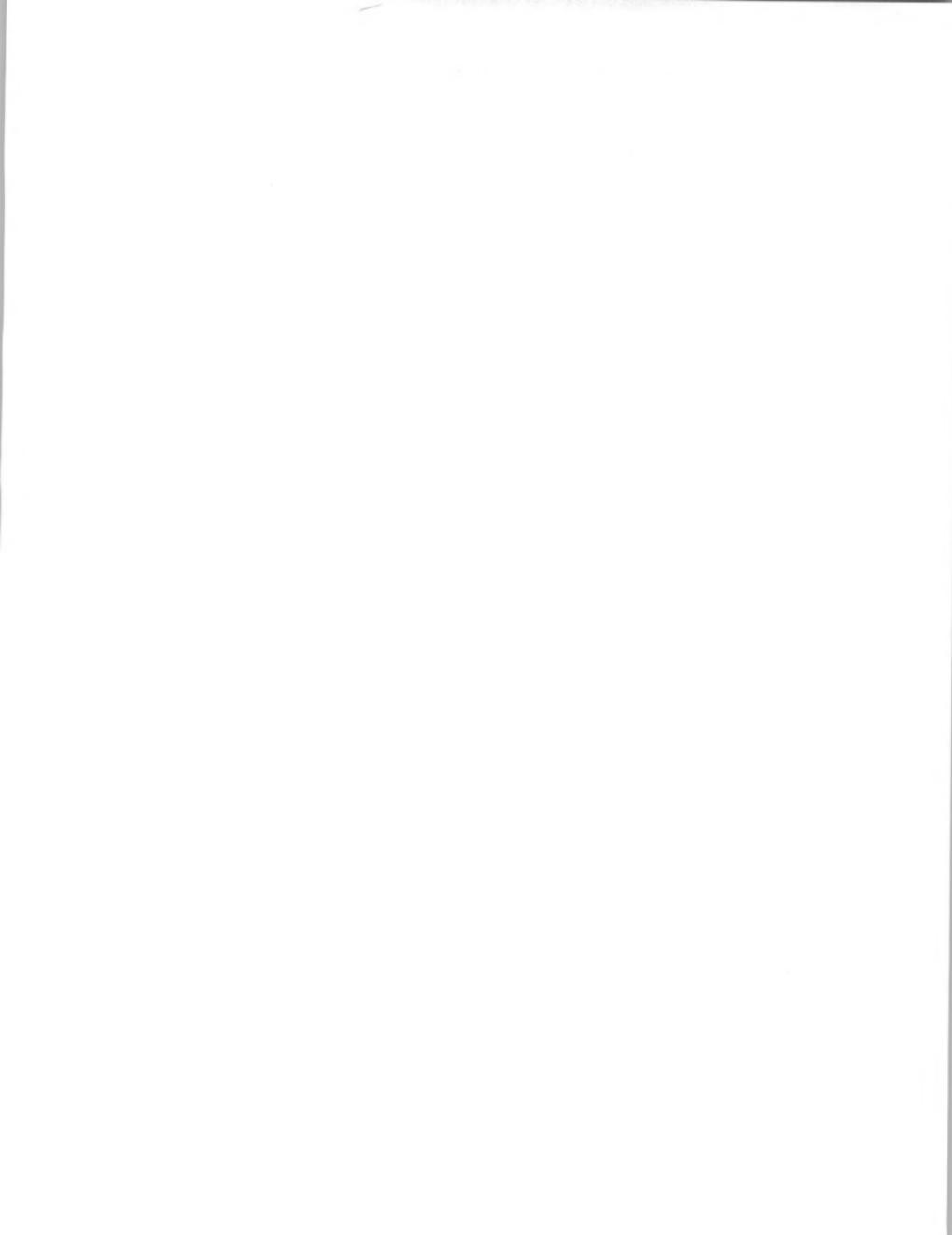
Processing Services Market 1990-1995, Western Europe

Subsector	User Expenditures (\$ Billions)			
	1989	1990	1990-1995 CAGR (Percent)	1995
Transaction processing	6.6	7.0	8.0	10.5
Utility processing	0.2	0.2	7.0	0.3
Other processing	0.5	0.6	15.0	1.2

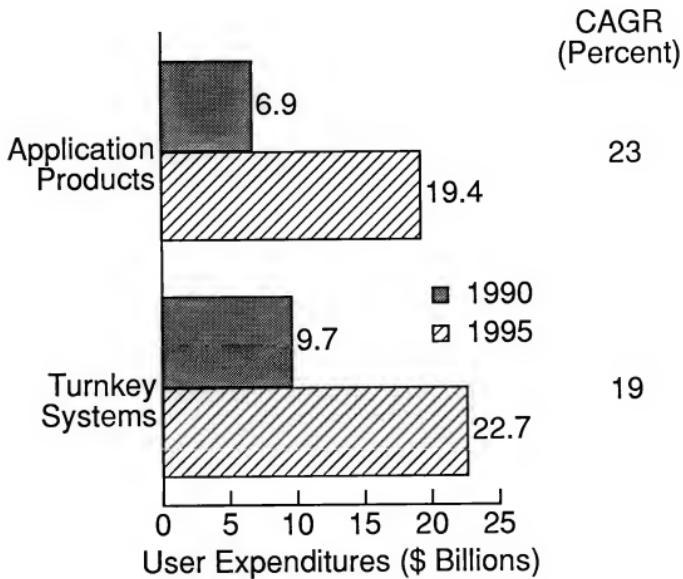


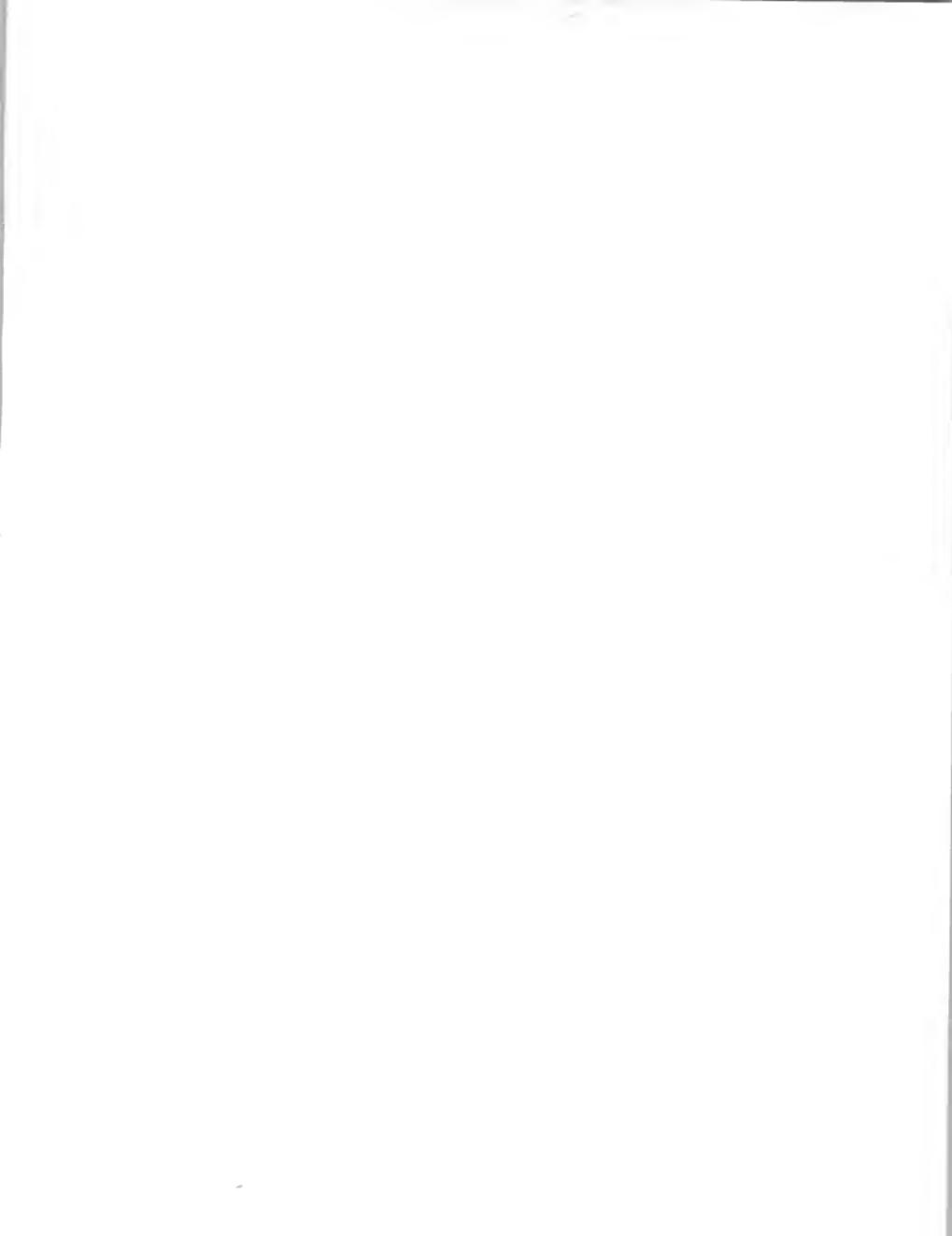
Leading Vendors Processing Services Western Europe, 1989

Company	Market Share (Percent)
IBM	4
GEIS	4
Datev	3
GSI	2
Sligos	1

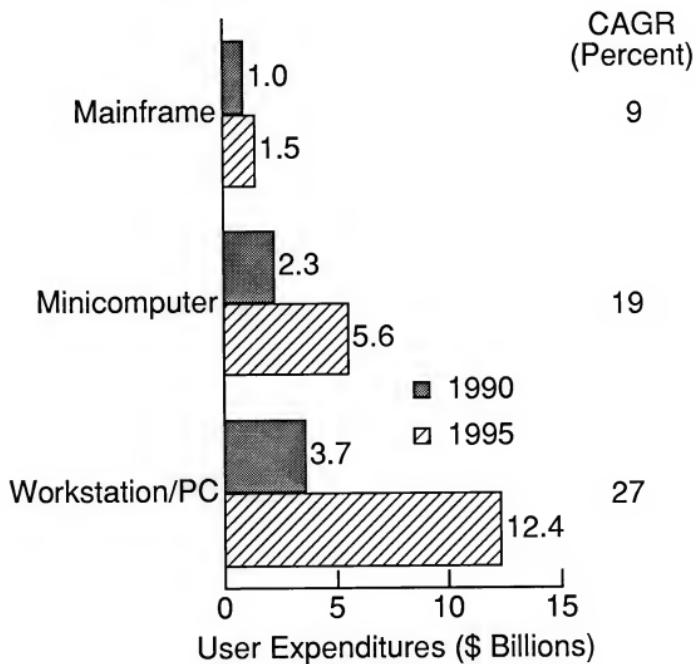


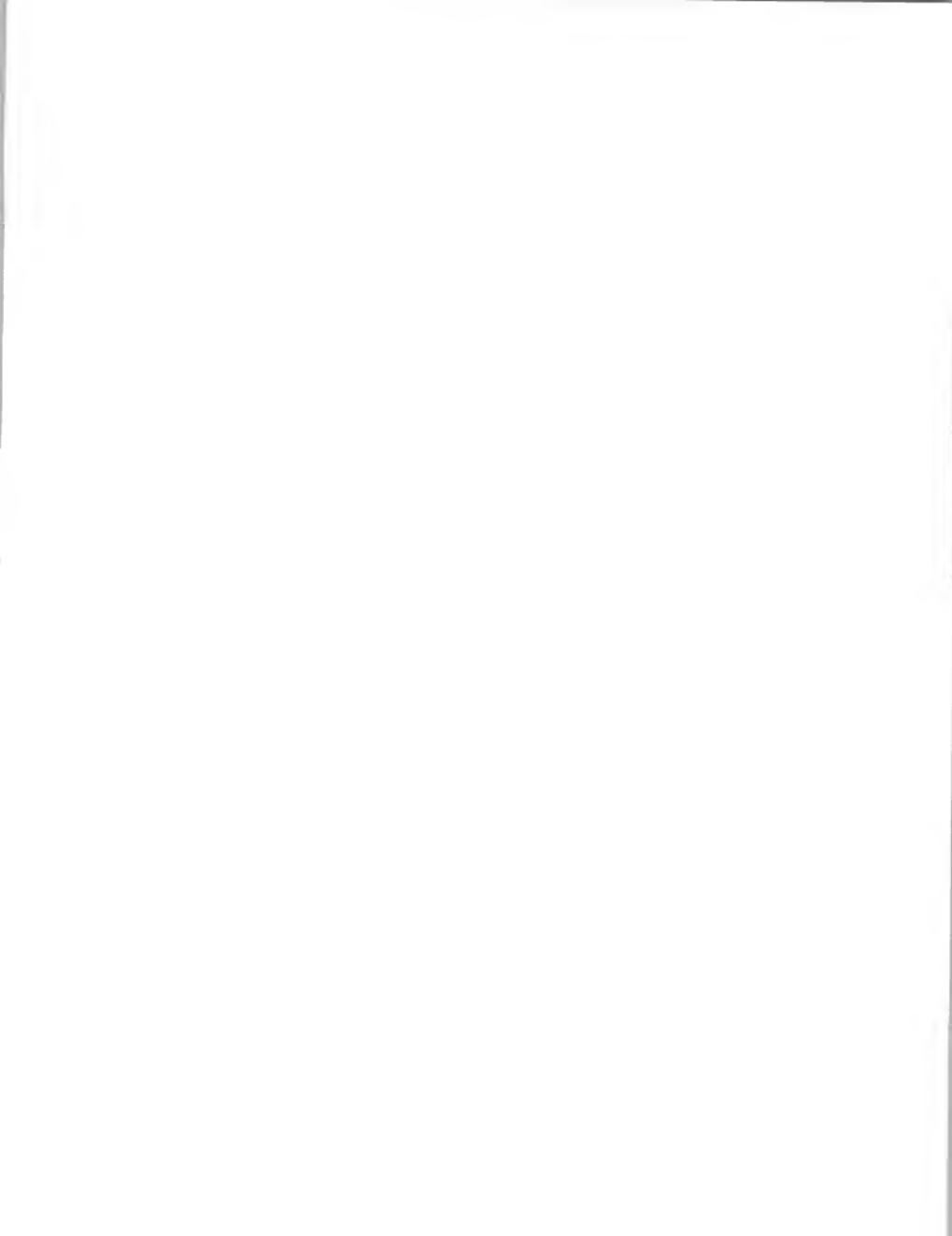
Application Software Products and Turnkey Systems Markets— Western Europe, 1990-1995



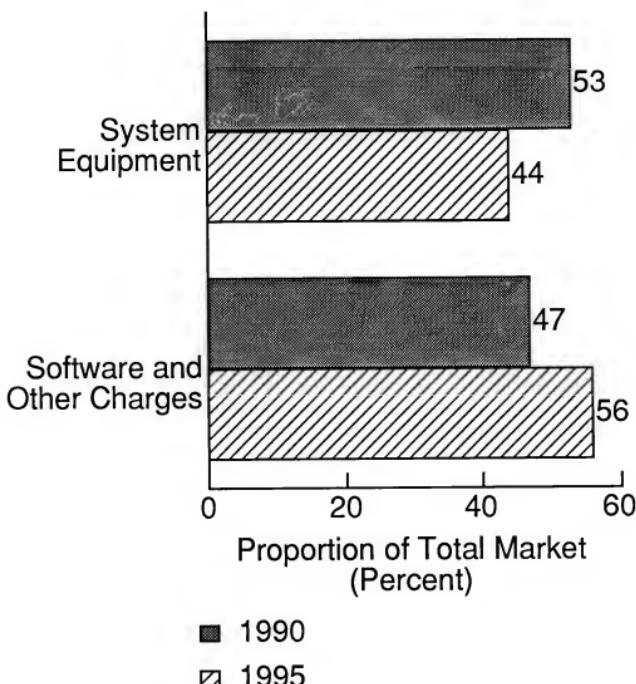


Equipment Platform Analysis Application Software Products Market Western Europe, 1990-1995



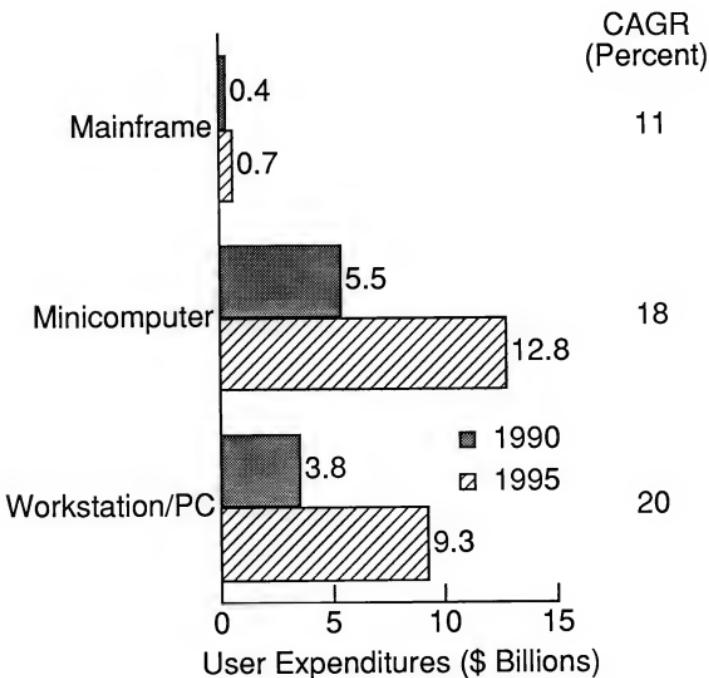


Subsector Trends, 1990-1995 Turnkey Systems, Western Europe



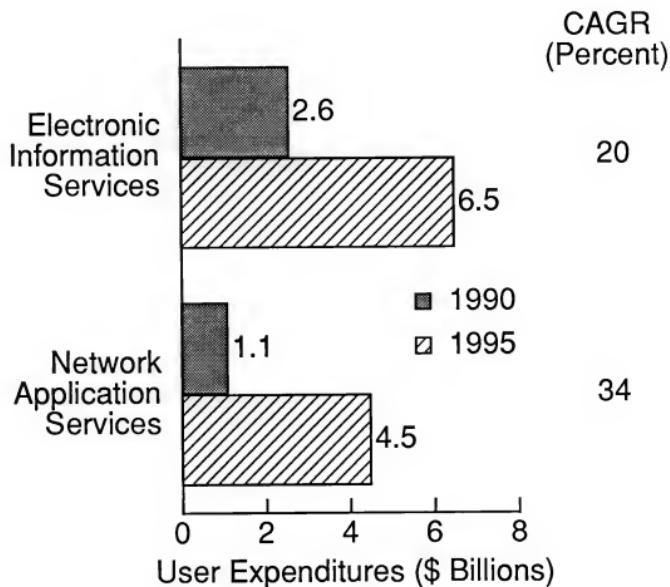


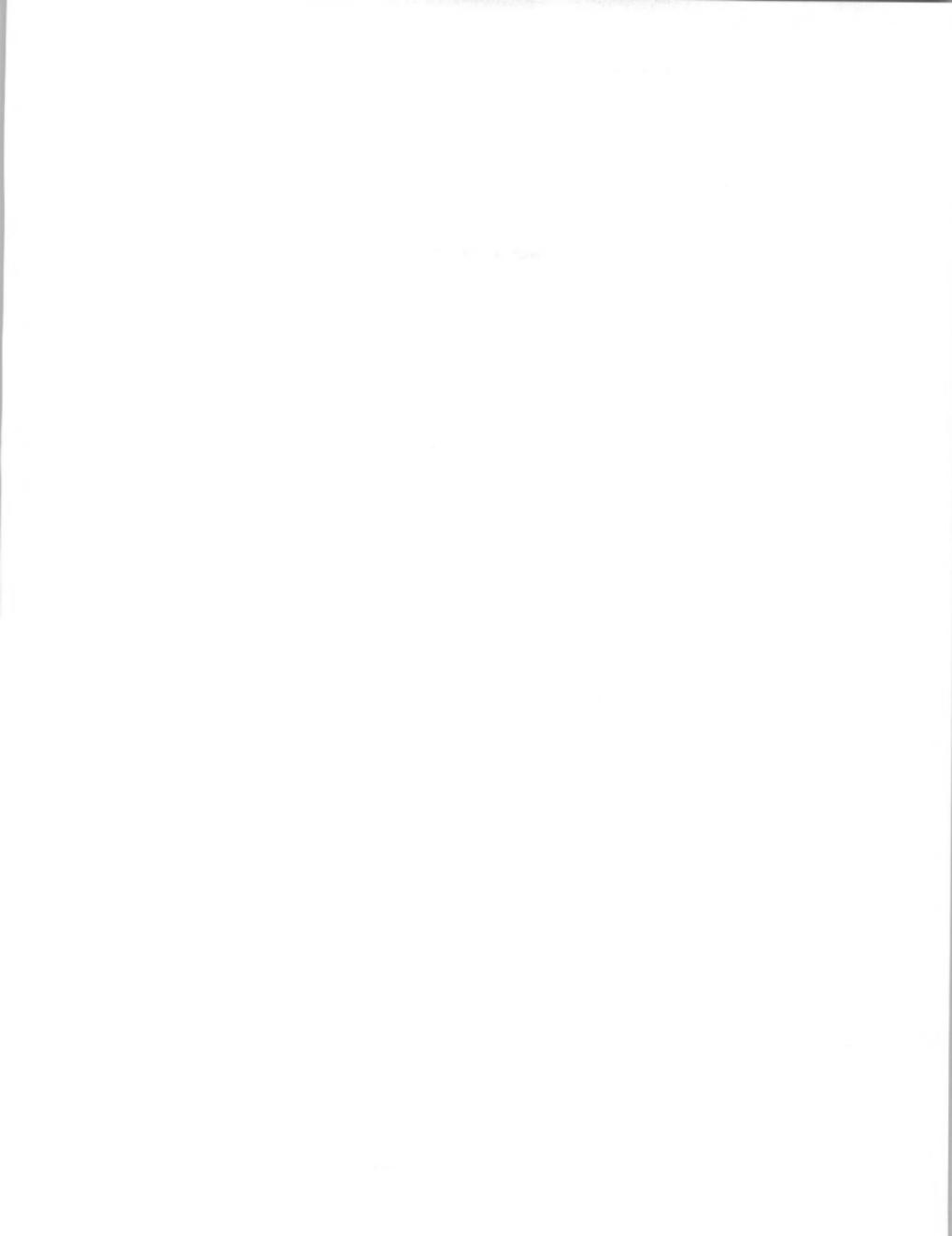
Equipment Platform Analysis, 1990-1995 Turnkey Systems, Western Europe



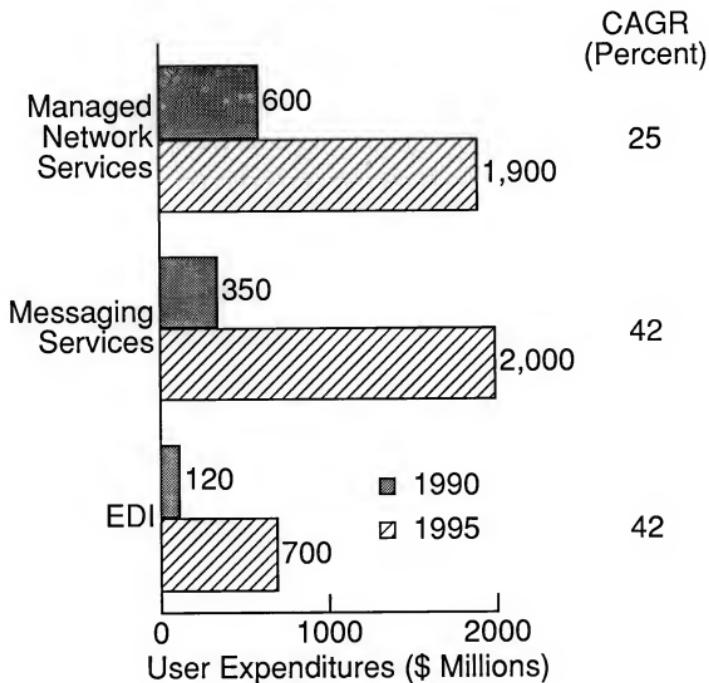


Network Services Market, 1990-1995 Western Europe



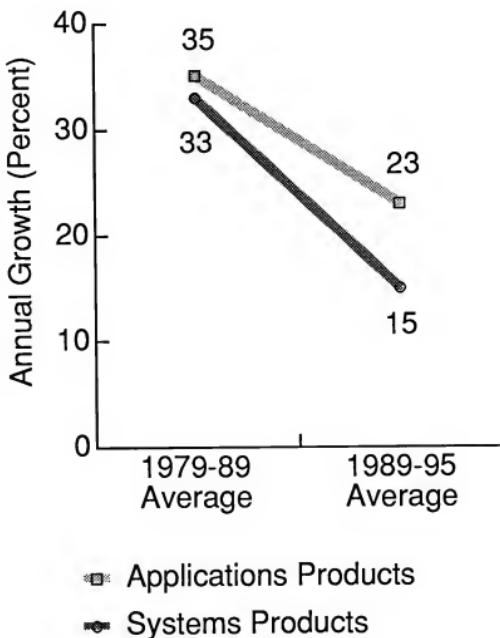


Network Application Services Market, 1990-1995 Western Europe



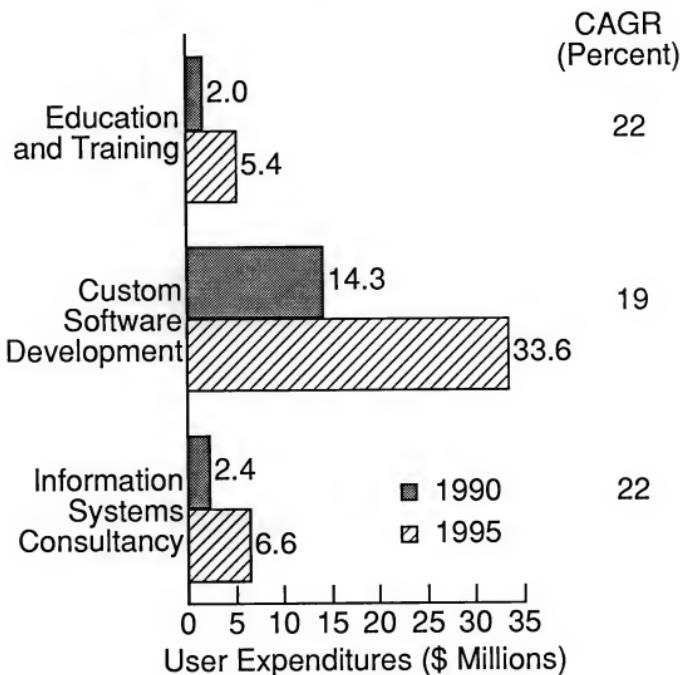


Systems Software Product Growth Declines In Western Europe





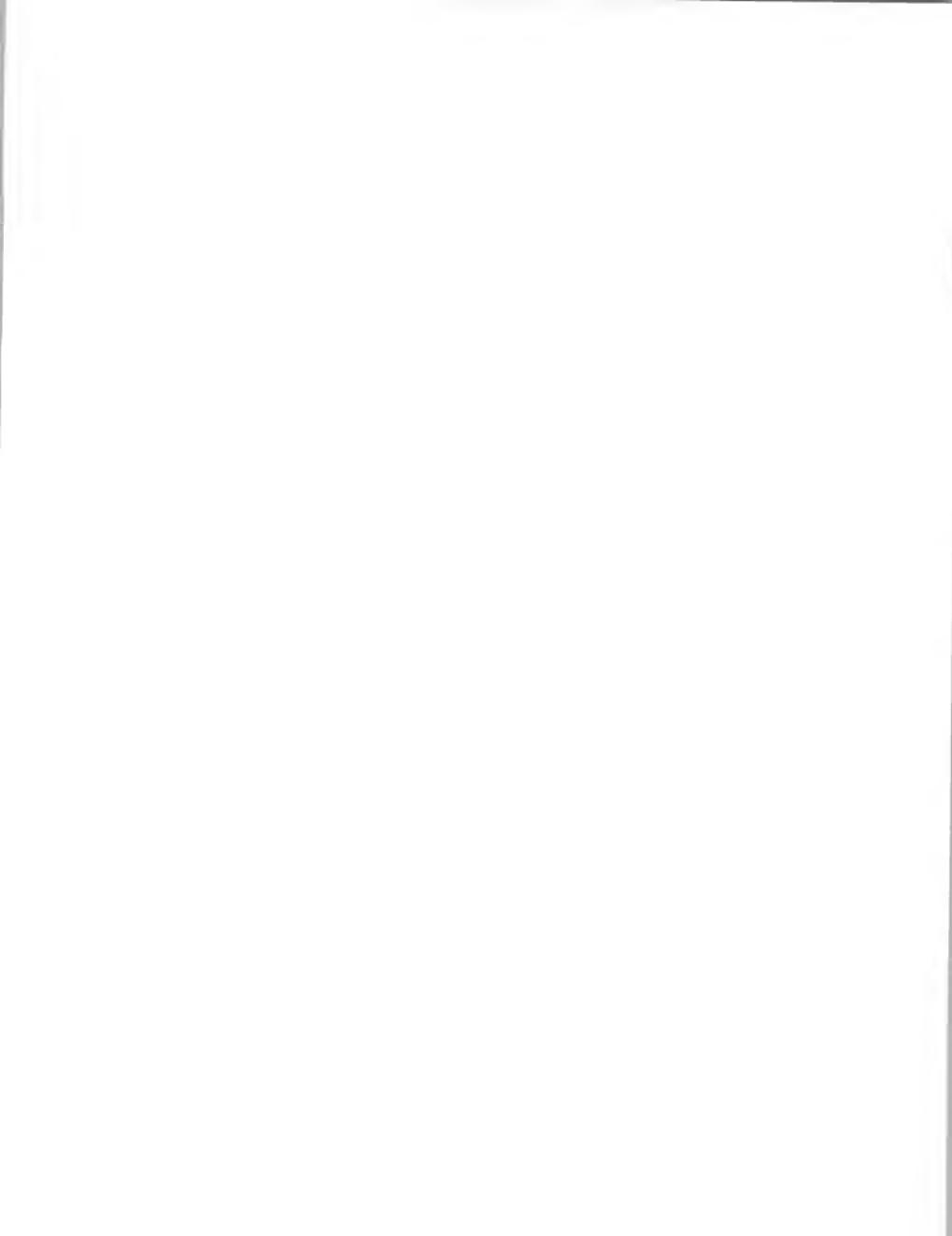
Professional Services Market Segments Western Europe, 1990-1995





Leading Vendors, 1989 Professional Services, Western Europe

Rank	Vendor	Market Share (Percent)
1	IBM	5
2	CAP Gemini Sogeti	5
3	Finsiel	2
4	Sema	2
5	Andersen Consulting	2



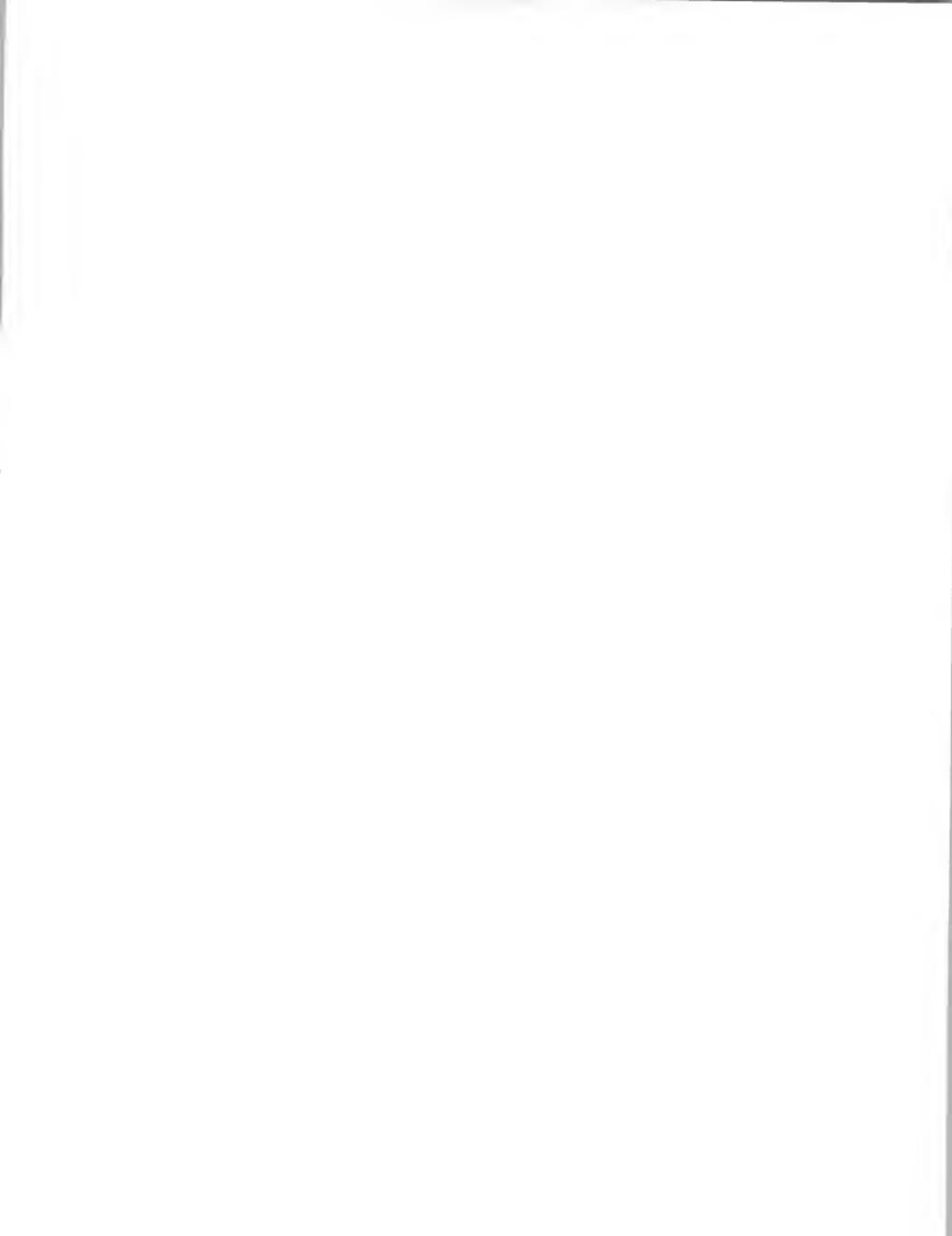
Software Maintenance Potential

(1990 \$ Billions)

Category	Development	Maintenance/ Support
In-house	21.0	39.0
Custom	11.5	2.5
Application product	6.1	0.8
System product	8.7	1.7

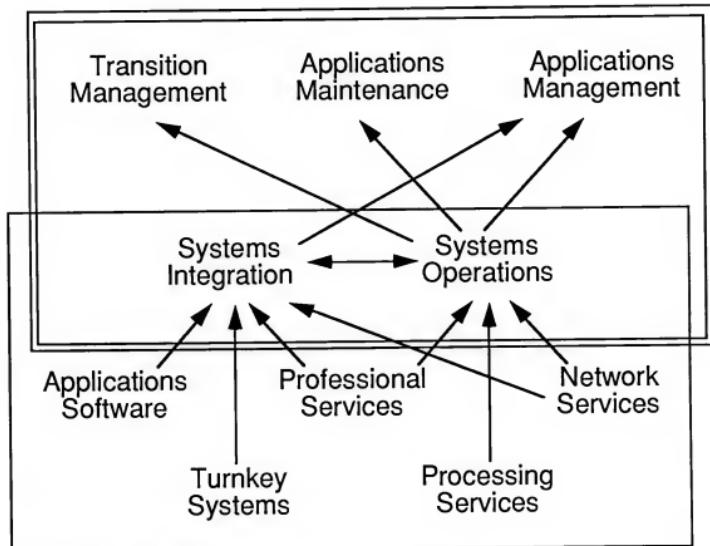


Systems Management Western European Overview

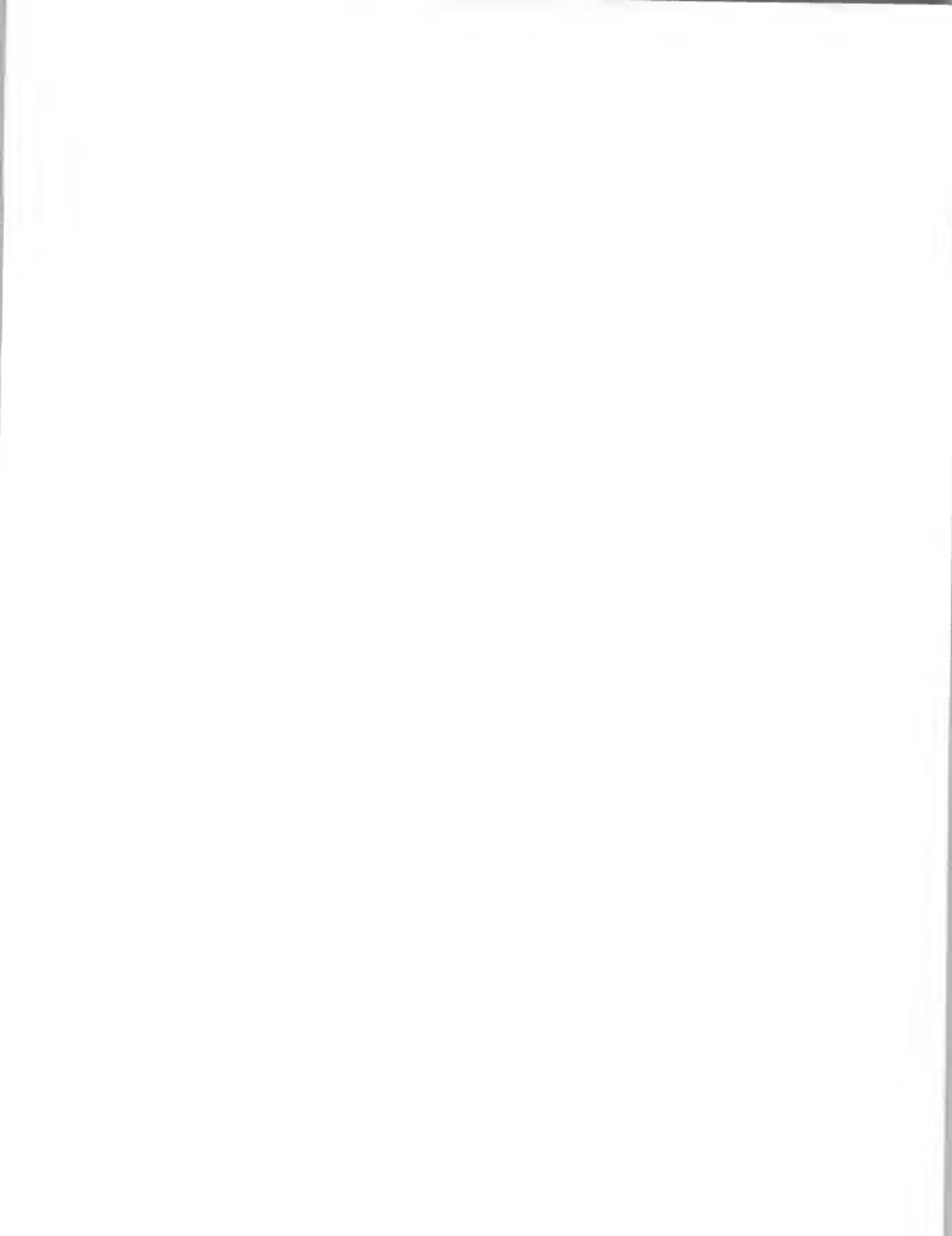


Outsourcing Developing Market Opportunities

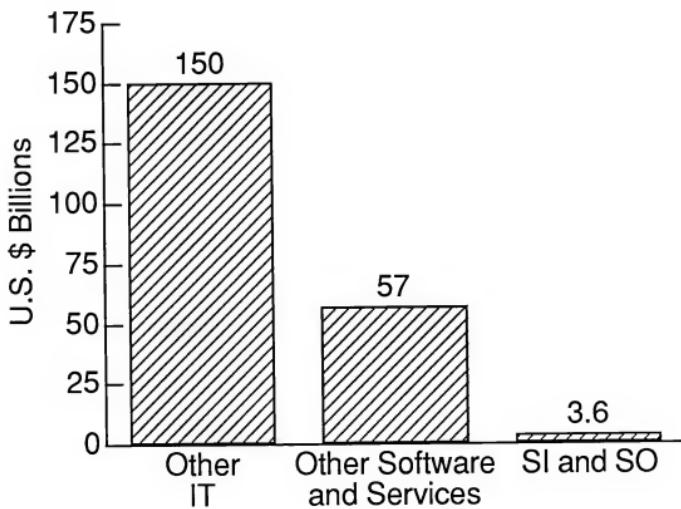
Systems Management Functions



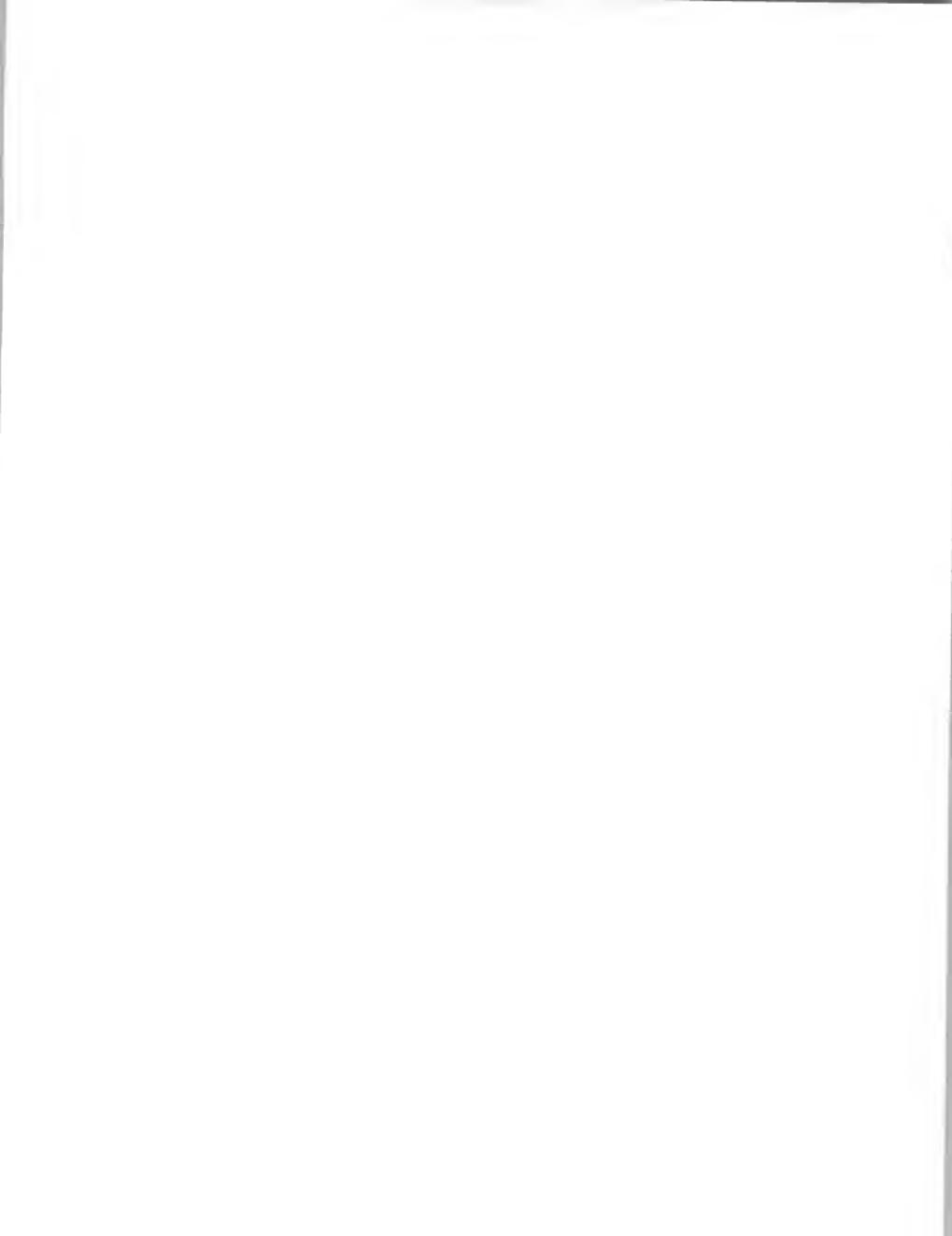
Delivery Modes



Total IT Expenditure Western Europe, 1990



Total = \$210 Billion



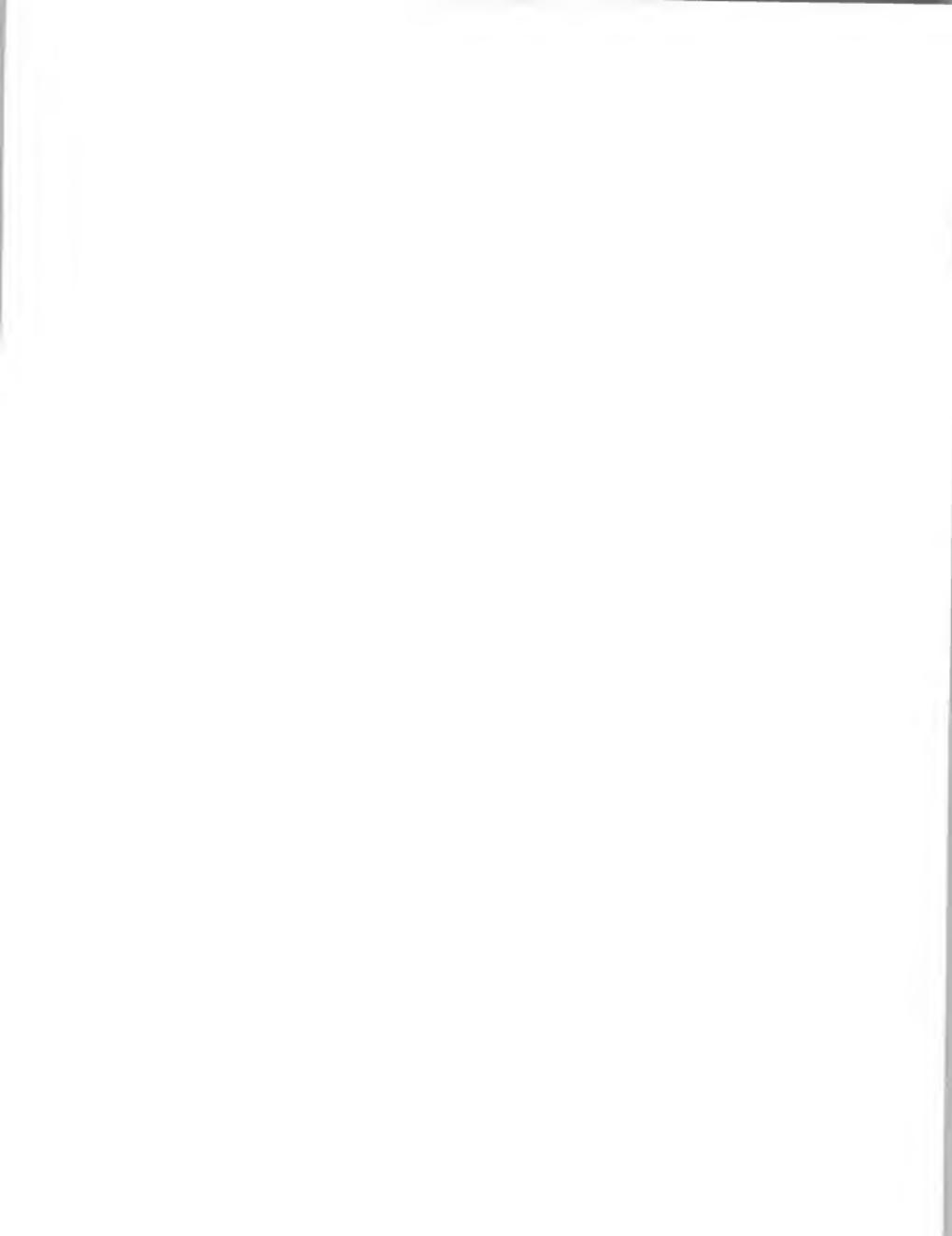
Overall Product and Service Mix Western Europe, 1990

1990	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	7.84				7.84
Turnkey Systems	9.66	5.14	2.26	2.26	
Applications Software	6.89		5.86	1.03	
Systems Software	10.35		9.72	0.63	
Professional Services	18.66			18.66	
Network Services	3.69				3.69
Systems Operations	1.06			0.20	0.86
Systems Integration	2.42	1.00	0.16	1.26	
Total (rounded)	61	6	18	24	12
Customer Services	14			14	
Equipment	50	50			
Grand Total	125	56	18	38	12
Mix Share	100%	45%	14%	31%	10%



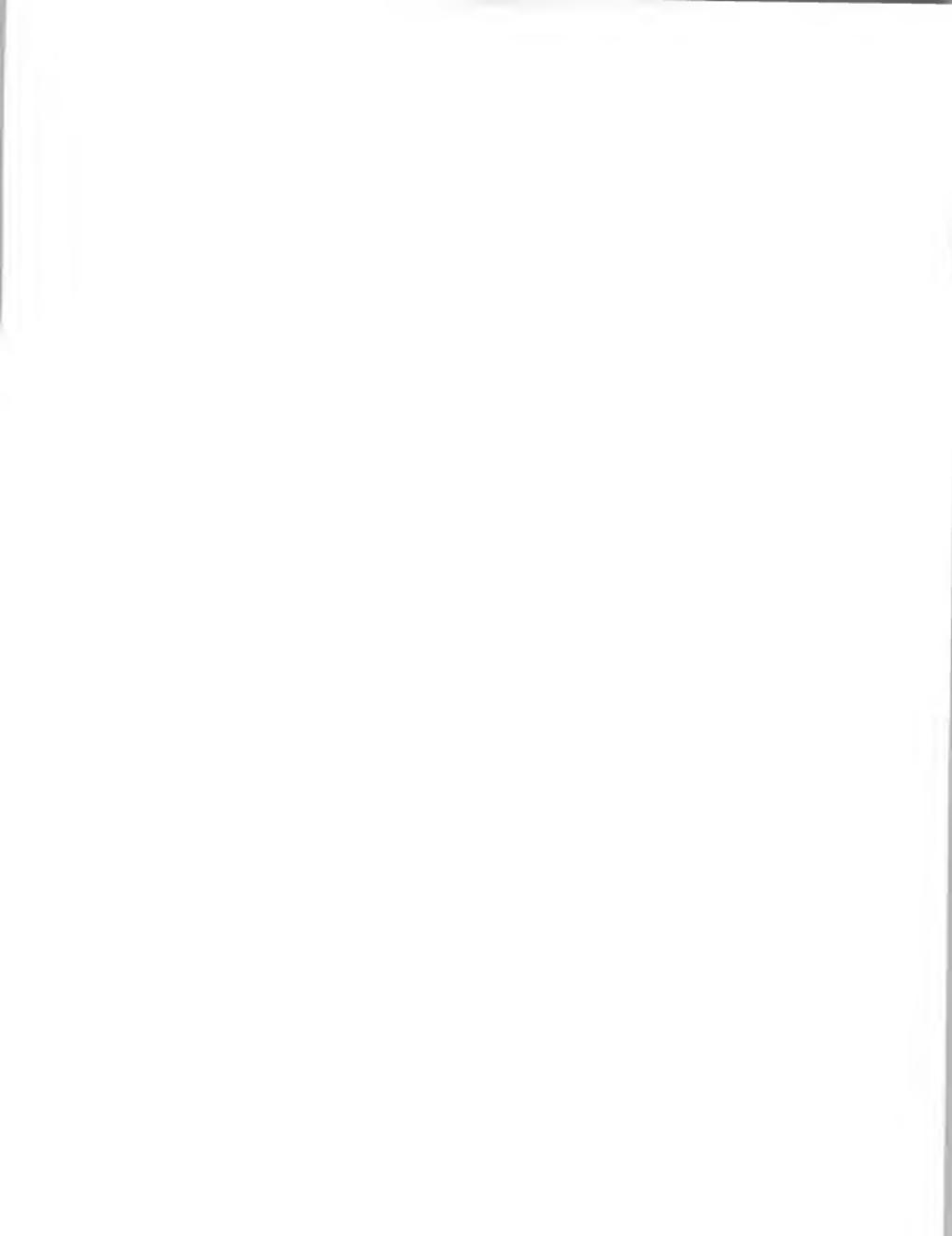
Overall Product and Service Mix Western Europe, 1995

1995	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	12.04				12.04
Turnkey Systems	22.71	10.01	6.35	6.35	
Applications Software	19.41		16.50	2.91	
Systems Software	21.41		18.20	3.21	
Professional Services	45.68			45.68	
Network Services	11.05				11.05
Systems Operations	3.19			2.64	0.55
Systems Integration	7.48	2.62	0.49	4.37	
Total (rounded)	143	13	42	65	24
Customer Services	24			24	
Equipment	73	73			
Grand Total	240	86	42	89	24
Mix Share	100%	36%	17%	37%	10%
1990-1995 CAGR	14%	9%	18%	18%	14%



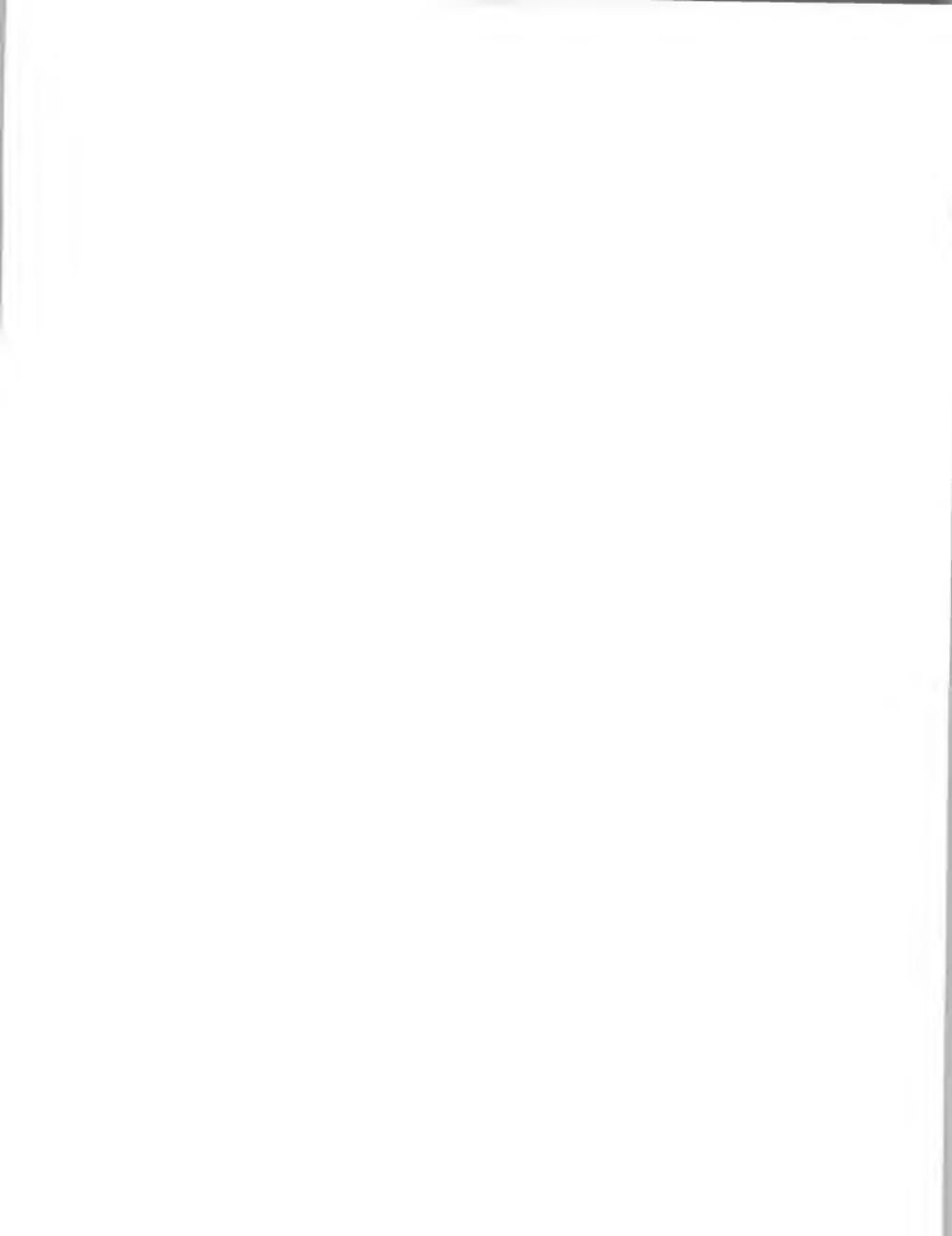
Emerging Alliance Strategies

Core Business Category	Required Additional Capabilities	Strategic Objectives
Computer equipment	Software development Software products Systems operations	Full range services
Telecommunications equipment vendors	Software development	Network SI
Professional services - Management consultancy	Software development Software products Network services Systems operations	Full range services
Professional services - Software development	Software products Management consultancy Systems operations Network services	Full range services
Systems operations	Professional services	Systems operations
Engineering products companies	Professional services	Support core business
Network services vendors	Professional services	Network services
Telecommunications service operators	Software development	Network SI

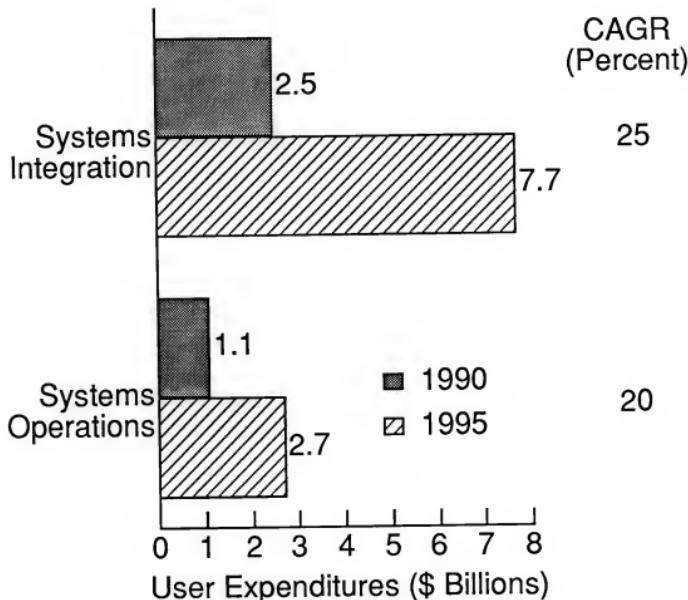


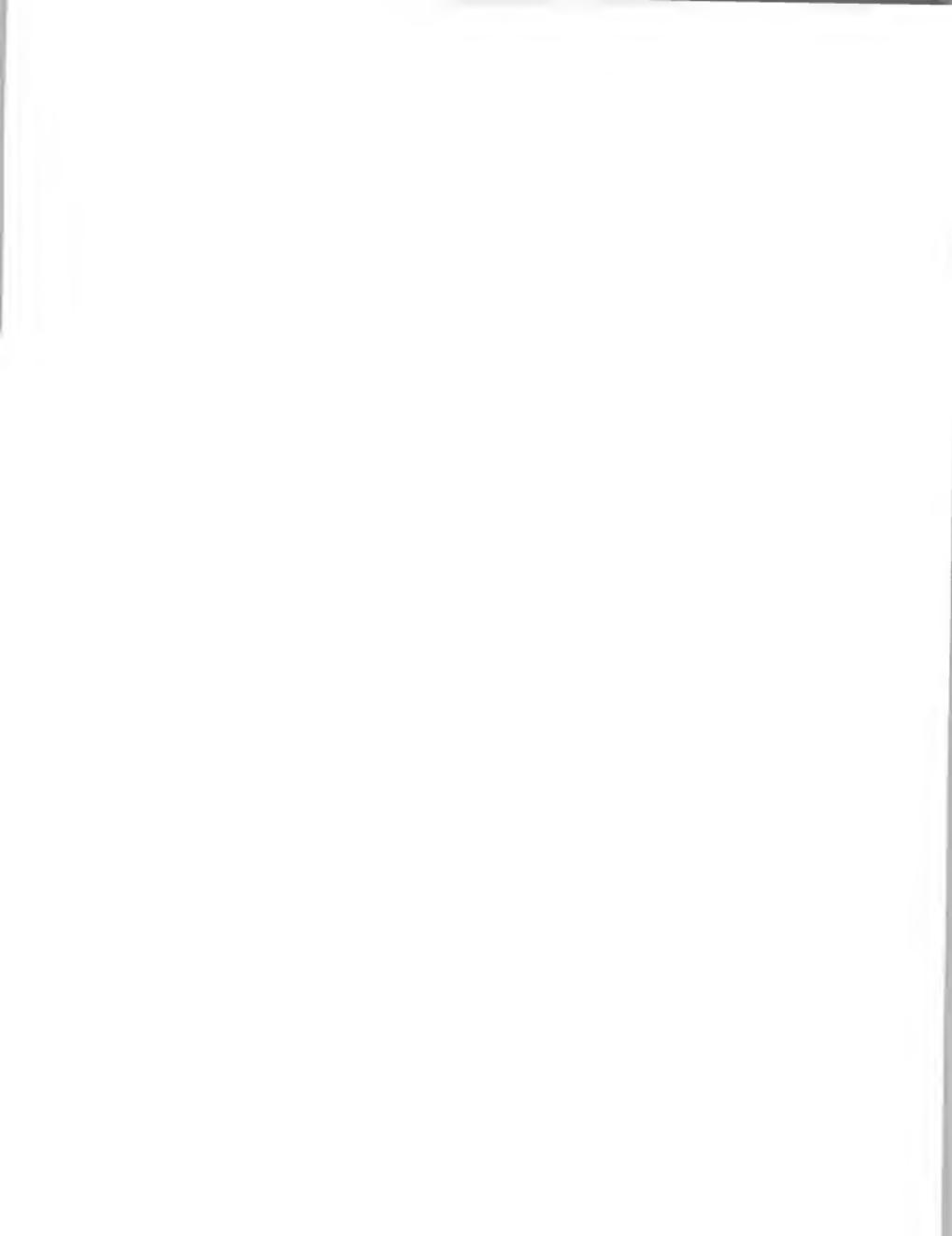
Examples of Information Systems Services and Management Consultancy Congruence

- IBM's development of a strategic consultancy capability and the formation of Meritus Consulting Services with Coopers & Lybrand Deloitte.
- CAP Gemini Sogeti's investments in management consultancy firms:
 - United Research
 - Gamma SA
 - MAC Group
- Computer Sciences Corporation's acquisition of the Index Group.
- McKinsey's acquisition of the Information Consulting Group from Saatchi and Saatchi.
- Booz, Allen and Hamilton's formation of an information systems group.
- PA Consulting Group's acquisition of Pugh-Roberts Associates, a U.S.-based high-technology strategic consultancy.

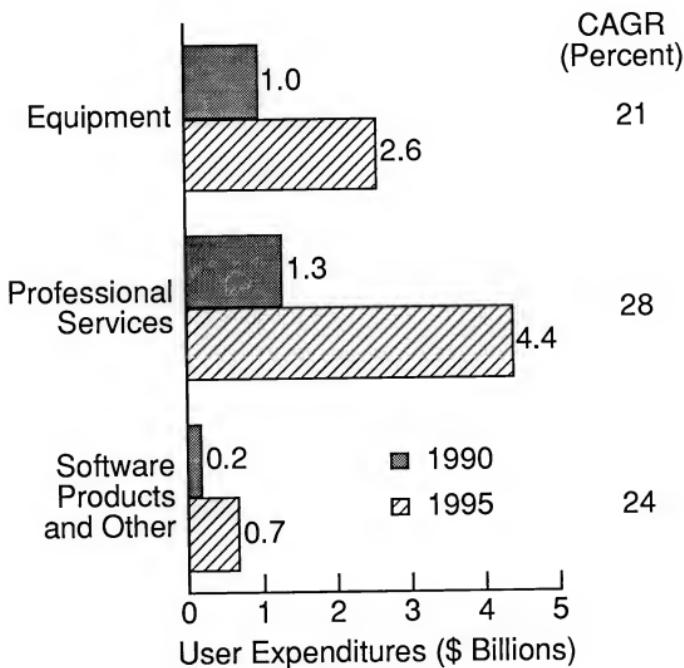


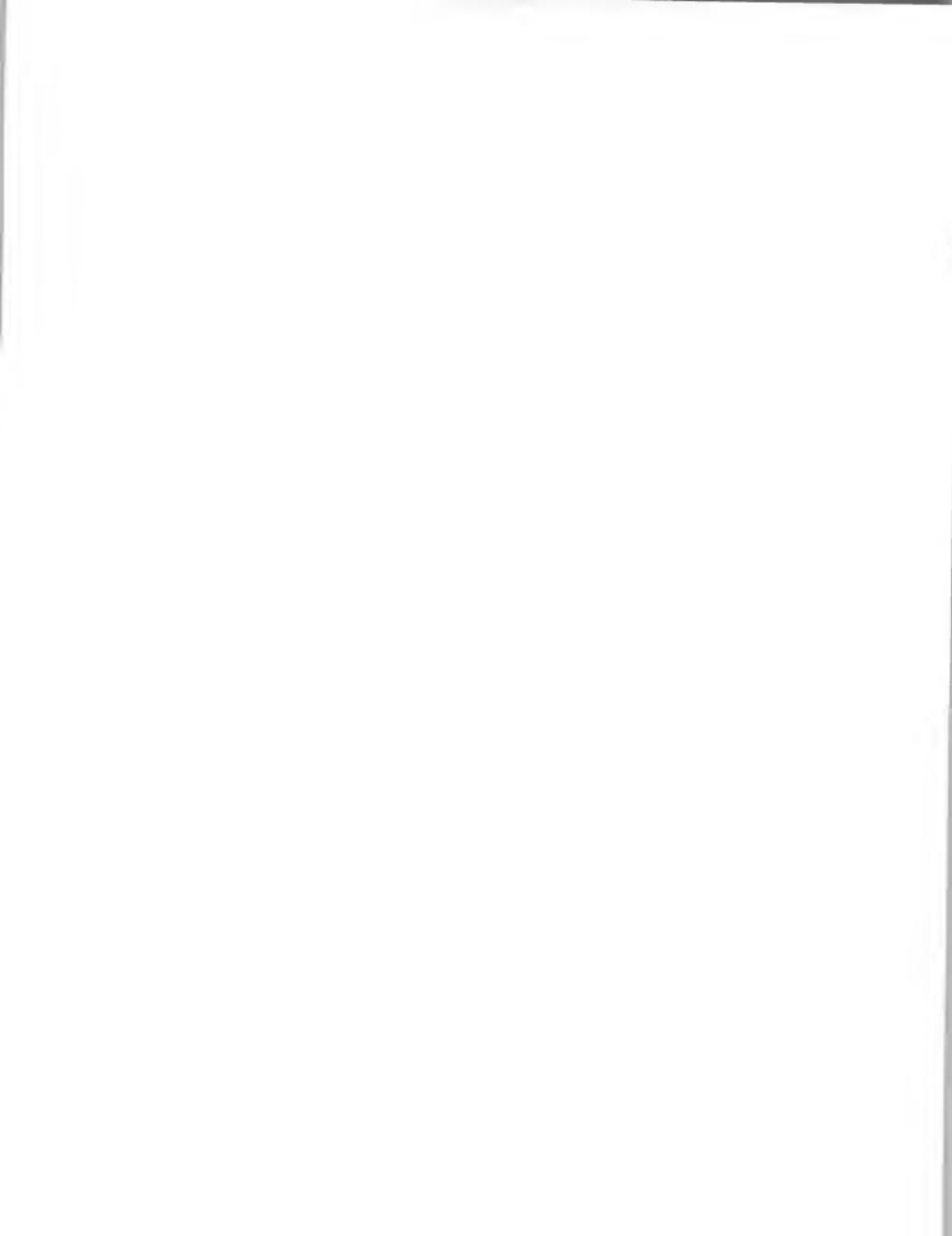
Outsourcing Opportunities 1990-1995 Western Europe



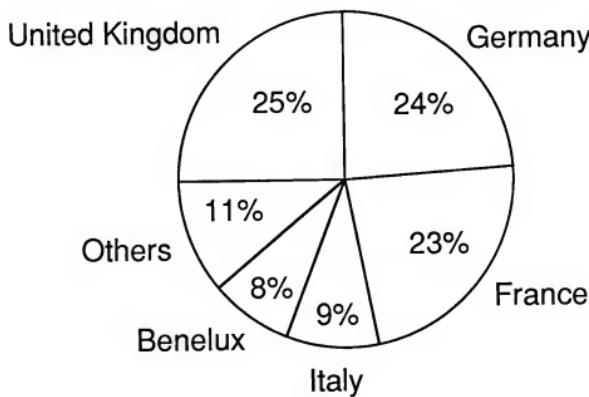


Market Development 1990-1995 Systems Integration, Western Europe

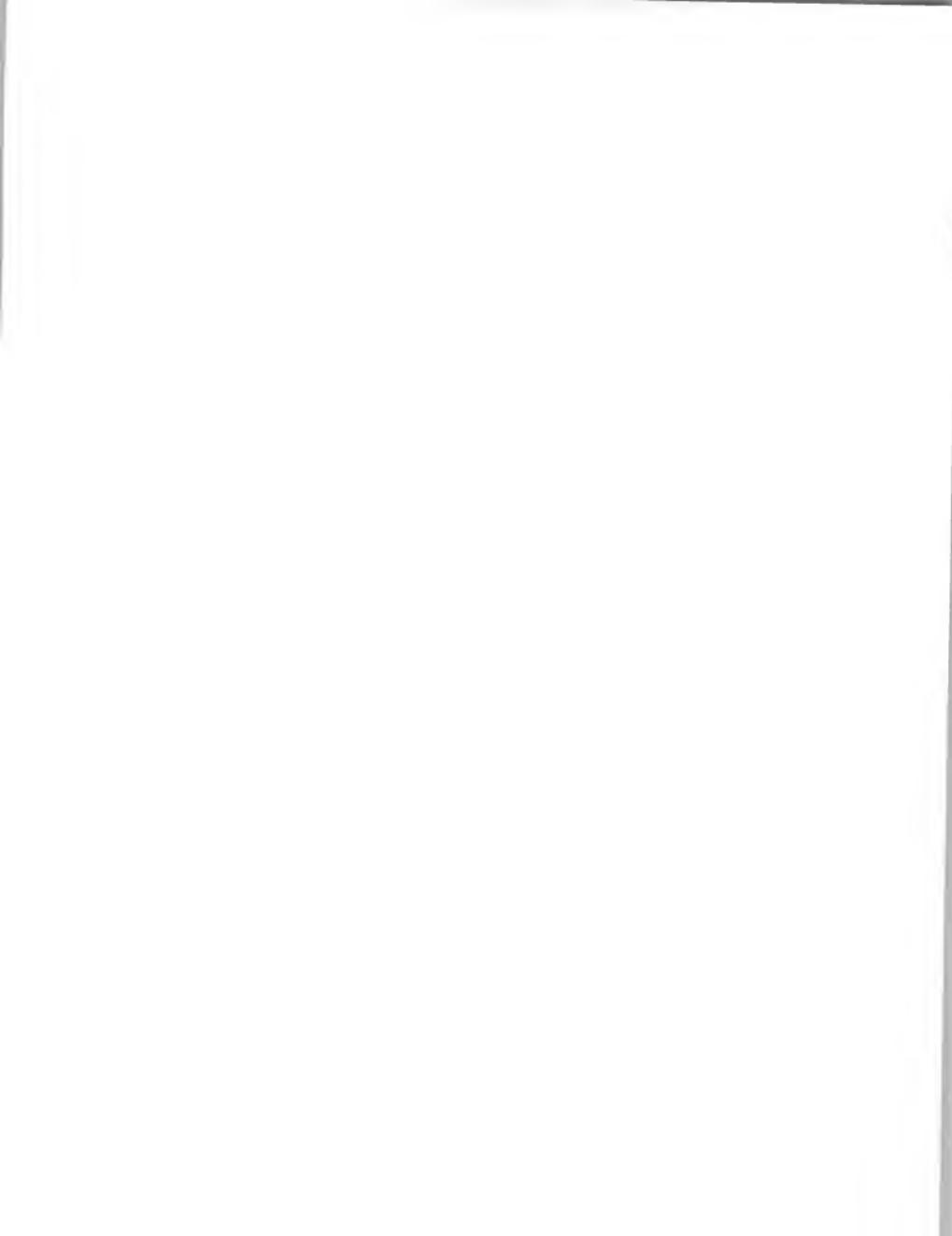




Country Markets, 1990 Systems Integration, Western Europe

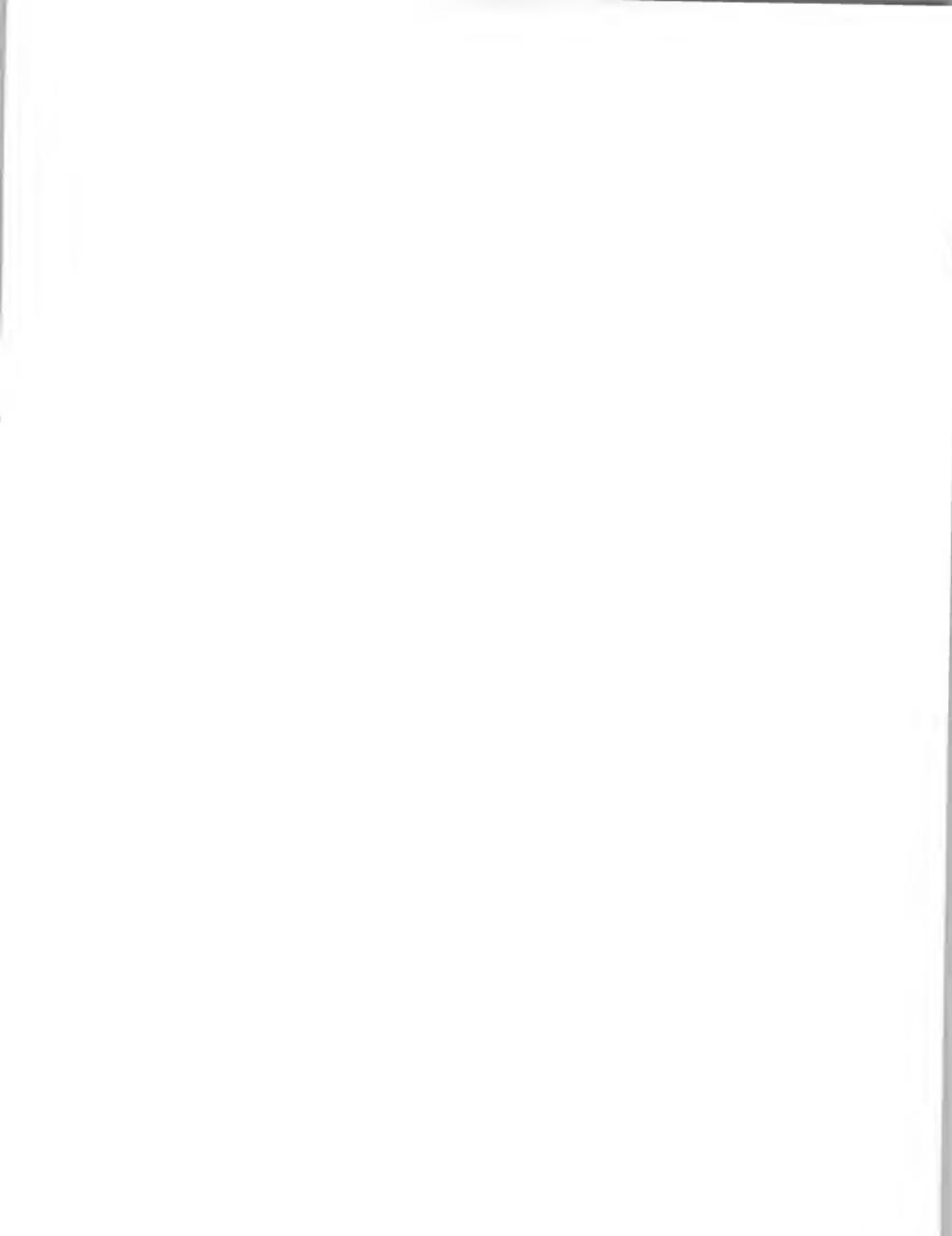


1990 Total European Market = \$2.5 Billion

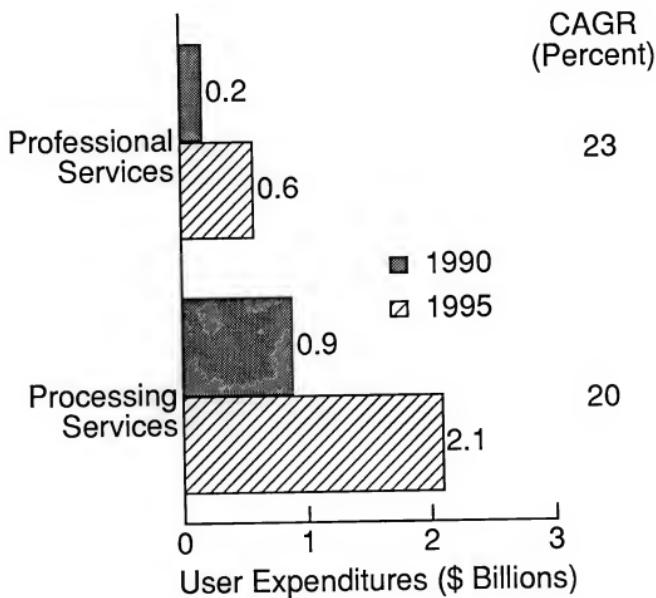


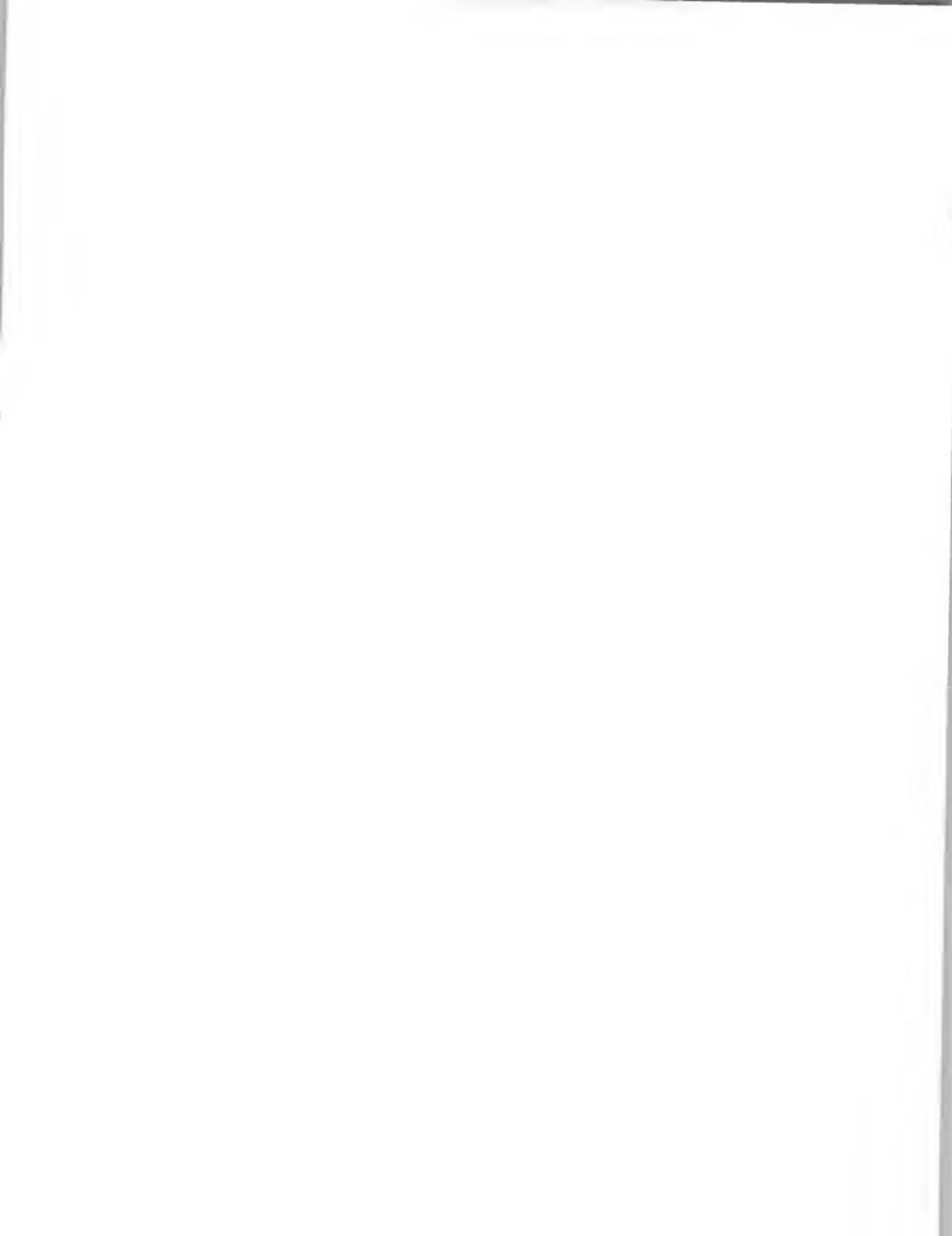
Leading Vendors, 1989 Systems Integration, Western Europe

Company	Market Share (Percent)	Estimated Revenues (\$ Millions)
IBM	10	205
CAP Gemini Sogeti	9	190
Andersen Consulting	8	165
Siemens	4	90



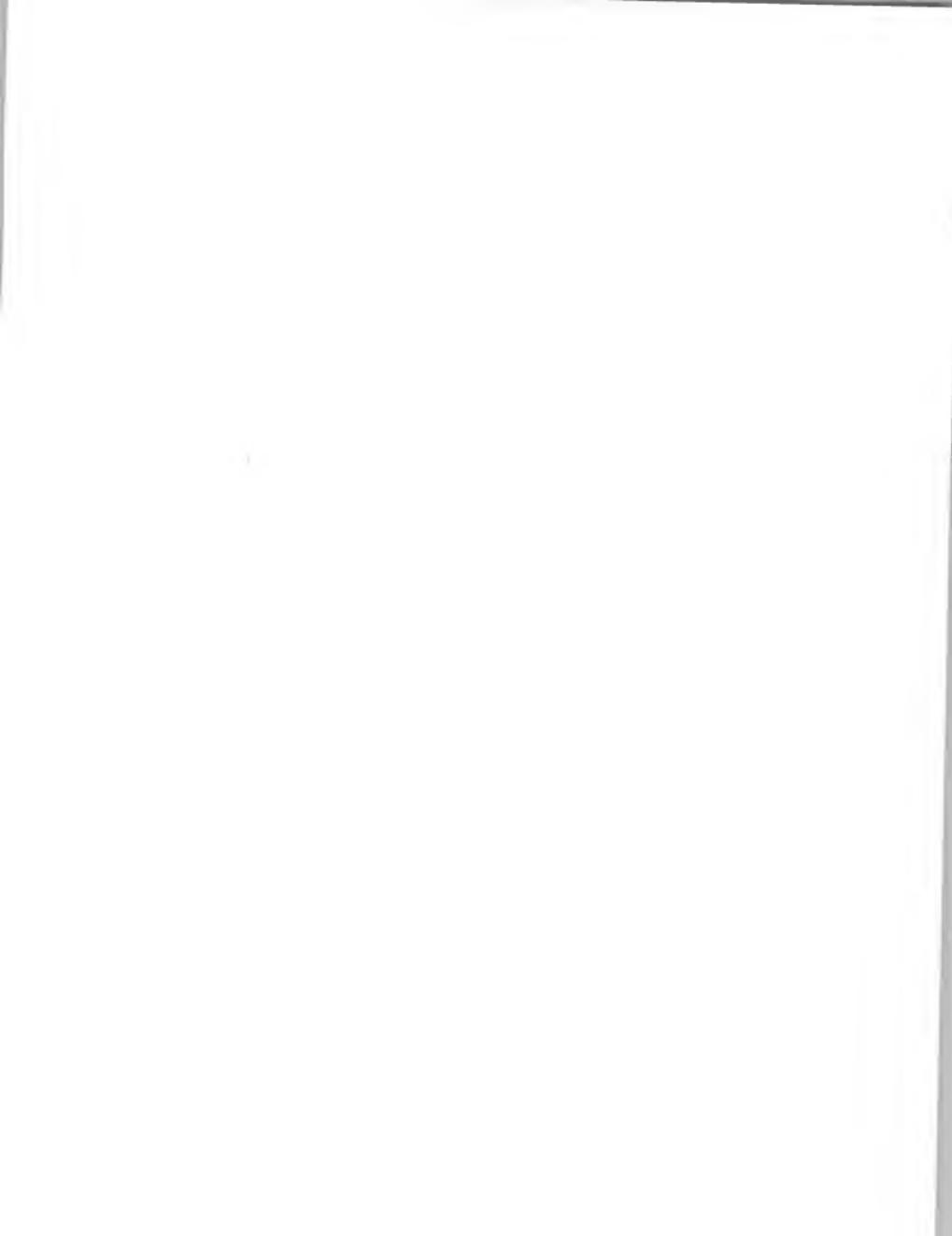
Systems Operations Market, 1990-1995 Western Europe





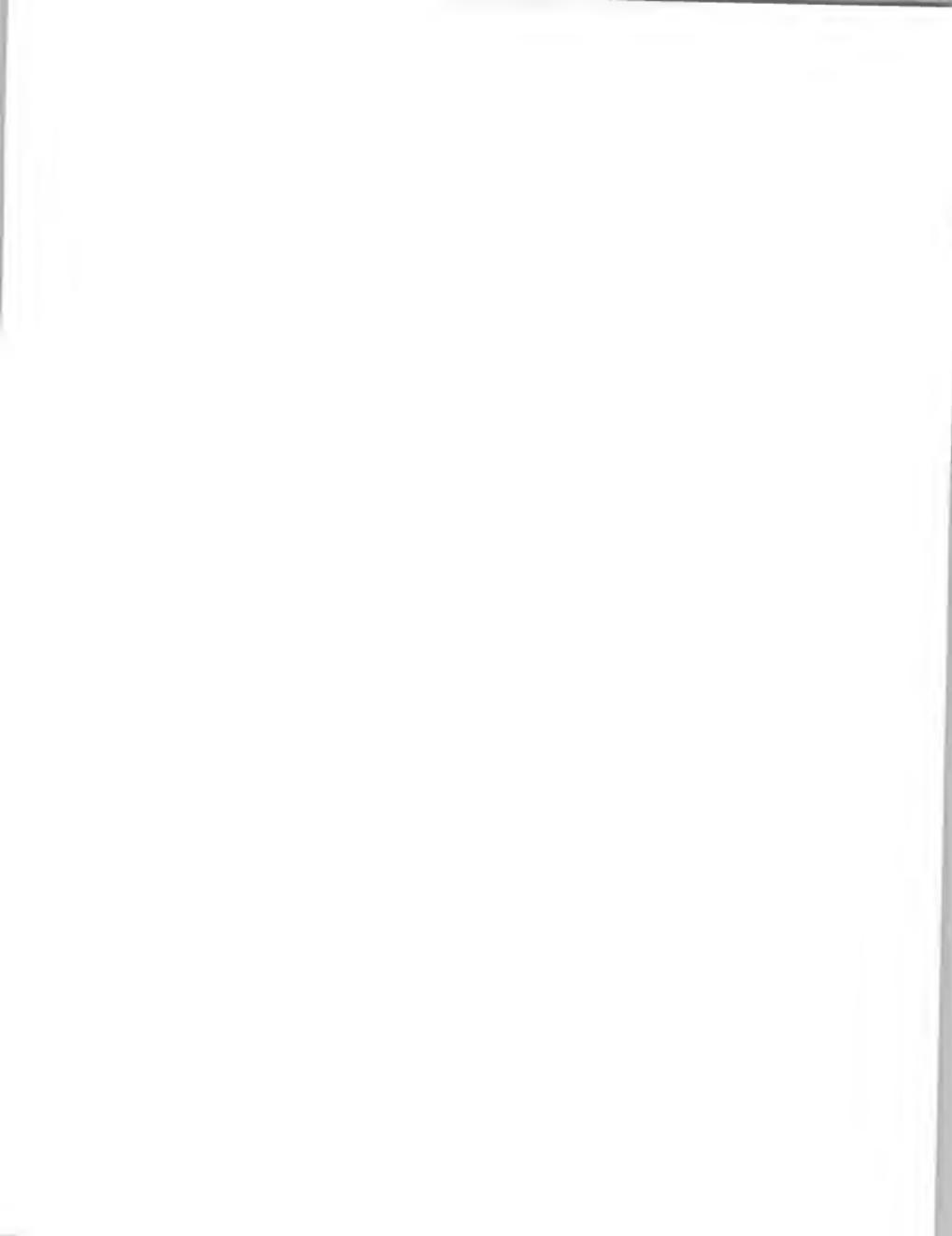
Industry Markets Systems Operations, Western Europe

	1989 Market (\$ Millions)	Percent of Total
Process Mfg.	230	22
National Gov't.	190	18
Discrete Mfg.	180	17
Local Gov't.	140	13



Leading Vendors, 1989 Systems Operations, Western Europe

Company	Market Share (Percent)	Estimated Revenues (\$ Millions)
EDS	10	88
Hoskyns	6	56
Finsiel	5	45
GSI	5	43



About INPUT

INPUT provides planning information, analysis, and recommendations for the information technology industries. Through market research, technology forecasting, and competitive analysis, INPUT supports client management in making informed decisions.

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DATE: PETER LINES 26.4.91

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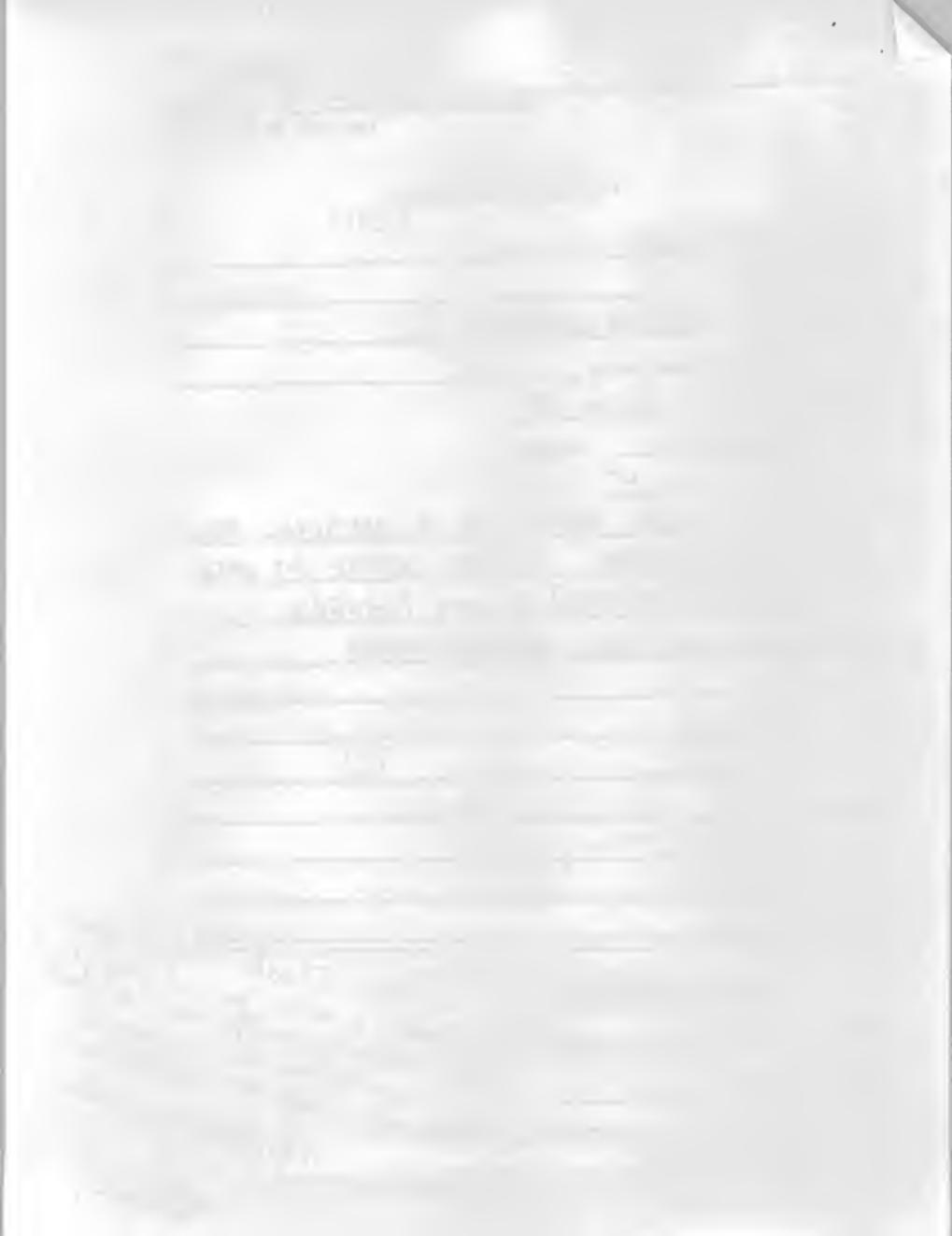
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Calvin, Thanks, please adjust
as attached is remove zero and decimal
point in order to simplify the 2#s charts
+ lines in first chart to separate
out categories. All chart OK.
Thanks in anticipation.

Specify: _____

Re I May R

Peter,



Overall Product and Service Mix Western Europe, 1990

1990	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	7.84				7.84
Turnkey Systems	9.66	5.14	2.26	2.26	
Applications Software	6.89		5.86	1.03	
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Systems Integration	2.42	1.00	0.16	1.26	
Total (rounded)	61.00	6.00	18.00	24.00	12.00
Customer Services	14.00			14.00	
Equipment	50.00	50.00			
Grand Total	125.00	56.00	18.00	38.00	12.00
Mix Share	100%	45%	14%	31%	10%

Overall Product and Service Mix Western Europe, 1995

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Total (rounded)	143.00	13.00	42.00	65.00	24.00
Customer Services	24.00			24.00	
Equipment	73.00	73.00			
Grand Total	240.00	86.00	42.00	89.00	24.00
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1990-1995 CAGR	14%	9%	18%	18%	14%

Emerging Alliance Strategies

Core Business Category	Required Additional Capabilities	Strategic Objectives
Computer equipment	Software development Software products Systems operations	Full range services
Telecommunications equipment vendors	Software development	Network SI
Professional services - Management consultancy	Software development Software products Network services Systems operations	Full range services
Professional services - Software development	Software products Management consultancy Systems operations Network services	Full range services
Systems operations	Professional services	Systems operations
Engineering products companies	Professional services	Support core business
Network services vendors	Professional services	Network services
Telecommunications service operators	Software development	Network SI

Geographical distribution

The species is found in the following countries: Argentina, Australia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, France, Germany, Guatemala, Italy, Mexico, New Zealand, Norway, Peru, Portugal, Spain, Switzerland, United Kingdom, Uruguay, Venezuela.

The species is also found in the following regions: Central America, South America.

The species is also found in the following environments: Coastal areas, Freshwater, Marine, Terrestrial.

The species is also found in the following habitats: Estuaries, Lagoons, Rivers, Shallow waters, Tidal flats.

The species is also found in the following depths: 0-10 m, 10-20 m, 20-30 m, 30-40 m, 40-50 m, 50-60 m, 60-70 m, 70-80 m, 80-90 m, 90-100 m, 100-120 m, 120-140 m, 140-160 m, 160-180 m, 180-200 m, 200-220 m, 220-240 m, 240-260 m, 260-280 m, 280-300 m, 300-320 m, 320-340 m, 340-360 m, 360-380 m, 380-400 m, 400-420 m, 420-440 m, 440-460 m, 460-480 m, 480-500 m, 500-520 m, 520-540 m, 540-560 m, 560-580 m, 580-600 m, 600-620 m, 620-640 m, 640-660 m, 660-680 m, 680-700 m, 700-720 m, 720-740 m, 740-760 m, 760-780 m, 780-800 m, 800-820 m, 820-840 m, 840-860 m, 860-880 m, 880-900 m, 900-920 m, 920-940 m, 940-960 m, 960-980 m, 980-1000 m, 1000-1020 m, 1020-1040 m, 1040-1060 m, 1060-1080 m, 1080-1100 m, 1100-1120 m, 1120-1140 m, 1140-1160 m, 1160-1180 m, 1180-1200 m, 1200-1220 m, 1220-1240 m, 1240-1260 m, 1260-1280 m, 1280-1300 m, 1300-1320 m, 1320-1340 m, 1340-1360 m, 1360-1380 m, 1380-1400 m, 1400-1420 m, 1420-1440 m, 1440-1460 m, 1460-1480 m, 1480-1500 m, 1500-1520 m, 1520-1540 m, 1540-1560 m, 1560-1580 m, 1580-1600 m, 1600-1620 m, 1620-1640 m, 1640-1660 m, 1660-1680 m, 1680-1700 m, 1700-1720 m, 1720-1740 m, 1740-1760 m, 1760-1780 m, 1780-1800 m, 1800-1820 m, 1820-1840 m, 1840-1860 m, 1860-1880 m, 1880-1900 m, 1900-1920 m, 1920-1940 m, 1940-1960 m, 1960-1980 m, 1980-2000 m, 2000-2020 m, 2020-2040 m, 2040-2060 m, 2060-2080 m, 2080-2100 m, 2100-2120 m, 2120-2140 m, 2140-2160 m, 2160-2180 m, 2180-2200 m, 2200-2220 m, 2220-2240 m, 2240-2260 m, 2260-2280 m, 2280-2300 m, 2300-2320 m, 2320-2340 m, 2340-2360 m, 2360-2380 m, 2380-2400 m, 2400-2420 m, 2420-2440 m, 2440-2460 m, 2460-2480 m, 2480-2500 m, 2500-2520 m, 2520-2540 m, 2540-2560 m, 2560-2580 m, 2580-2600 m, 2600-2620 m, 2620-2640 m, 2640-2660 m, 2660-2680 m, 2680-2700 m, 2700-2720 m, 2720-2740 m, 2740-2760 m, 2760-2780 m, 2780-2800 m, 2800-2820 m, 2820-2840 m, 2840-2860 m, 2860-2880 m, 2880-2900 m, 2900-2920 m, 2920-2940 m, 2940-2960 m, 2960-2980 m, 2980-3000 m, 3000-3020 m, 3020-3040 m, 3040-3060 m, 3060-3080 m, 3080-3100 m, 3100-3120 m, 3120-3140 m, 3140-3160 m, 3160-3180 m, 3180-3200 m, 3200-3220 m, 3220-3240 m, 3240-3260 m, 3260-3280 m, 3280-3300 m, 3300-3320 m, 3320-3340 m, 3340-3360 m, 3360-3380 m, 3380-3400 m, 3400-3420 m, 3420-3440 m, 3440-3460 m, 3460-3480 m, 3480-3500 m, 3500-3520 m, 3520-3540 m, 3540-3560 m, 3560-3580 m, 3580-3600 m, 3600-3620 m, 3620-3640 m, 3640-3660 m, 3660-3680 m, 3680-3700 m, 3700-3720 m, 3720-3740 m, 3740-3760 m, 3760-3780 m, 3780-3800 m, 3800-3820 m, 3820-3840 m, 3840-3860 m, 3860-3880 m, 3880-3900 m, 3900-3920 m, 3920-3940 m, 3940-3960 m, 3960-3980 m, 3980-4000 m, 4000-4020 m, 4020-4040 m, 4040-4060 m, 4060-4080 m, 4080-4100 m, 4100-4120 m, 4120-4140 m, 4140-4160 m, 4160-4180 m, 4180-4200 m, 4200-4220 m, 4220-4240 m, 4240-4260 m, 4260-4280 m, 4280-4300 m, 4300-4320 m, 4320-4340 m, 4340-4360 m, 4360-4380 m, 4380-4400 m, 4400-4420 m, 4420-4440 m, 4440-4460 m, 4460-4480 m, 4480-4500 m, 4500-4520 m, 4520-4540 m, 4540-4560 m, 4560-4580 m, 4580-4600 m, 4600-4620 m, 4620-4640 m, 4640-4660 m, 4660-4680 m, 4680-4700 m, 4700-4720 m, 4720-4740 m, 4740-4760 m, 4760-4780 m, 4780-4800 m, 4800-4820 m, 4820-4840 m, 4840-4860 m, 4860-4880 m, 4880-4900 m, 4900-4920 m, 4920-4940 m, 4940-4960 m, 4960-4980 m, 4980-5000 m, 5000-5020 m, 5020-5040 m, 5040-5060 m, 5060-5080 m, 5080-5100 m, 5100-5120 m, 5120-5140 m, 5140-5160 m, 5160-5180 m, 5180-5200 m, 5200-5220 m, 5220-5240 m, 5240-5260 m, 5260-5280 m, 5280-5300 m, 5300-5320 m, 5320-5340 m, 5340-5360 m, 5360-5380 m, 5380-5400 m, 5400-5420 m, 5420-5440 m, 5440-5460 m, 5460-5480 m, 5480-5500 m, 5500-5520 m, 5520-5540 m, 5540-5560 m, 5560-5580 m, 5580-5600 m, 5600-5620 m, 5620-5640 m, 5640-5660 m, 5660-5680 m, 5680-5700 m, 5700-5720 m, 5720-5740 m, 5740-5760 m, 5760-5780 m, 5780-5800 m, 5800-5820 m, 5820-5840 m, 5840-5860 m, 5860-5880 m, 5880-5900 m, 5900-5920 m, 5920-5940 m, 5940-5960 m, 5960-5980 m, 5980-6000 m, 6000-6020 m, 6020-6040 m, 6040-6060 m, 6060-6080 m, 6080-6100 m, 6100-6120 m, 6120-6140 m, 6140-6160 m, 6160-6180 m, 6180-6200 m, 6200-6220 m, 6220-6240 m, 6240-6260 m, 6260-6280 m, 6280-6300 m, 6300-6320 m, 6320-6340 m, 6340-6360 m, 6360-6380 m, 6380-6400 m, 6400-6420 m, 6420-6440 m, 6440-6460 m, 6460-6480 m, 6480-6500 m, 6500-6520 m, 6520-6540 m, 6540-6560 m, 6560-6580 m, 6580-6600 m, 6600-6620 m, 6620-6640 m, 6640-6660 m, 6660-6680 m, 6680-6700 m, 6700-6720 m, 6720-6740 m, 6740-6760 m, 6760-6780 m, 6780-6800 m, 6800-6820 m, 6820-6840 m, 6840-6860 m, 6860-6880 m, 6880-6900 m, 6900-6920 m, 6920-6940 m, 6940-6960 m, 6960-6980 m, 6980-7000 m, 7000-7020 m, 7020-7040 m, 7040-7060 m, 7060-7080 m, 7080-7100 m, 7100-7120 m, 7120-7140 m, 7140-7160 m, 7160-7180 m, 7180-7200 m, 7200-7220 m, 7220-7240 m, 7240-7260 m, 7260-7280 m, 7280-7300 m, 7300-7320 m, 7320-7340 m, 7340-7360 m, 7360-7380 m, 7380-7400 m, 7400-7420 m, 7420-7440 m, 7440-7460 m, 7460-7480 m, 7480-7500 m, 7500-7520 m, 7520-7540 m, 7540-7560 m, 7560-7580 m, 7580-7600 m, 7600-7620 m, 7620-7640 m, 7640-7660 m, 7660-7680 m, 7680-7700 m, 7700-7720 m, 7720-7740 m, 7740-7760 m, 7760-7780 m, 7780-7800 m, 7800-7820 m, 7820-7840 m, 7840-7860 m, 7860-7880 m, 7880-7900 m, 7900-7920 m, 7920-7940 m, 7940-7960 m, 7960-7980 m, 7980-8000 m, 8000-8020 m, 8020-8040 m, 8040-8060 m, 8060-8080 m, 8080-8100 m, 8100-8120 m, 8120-8140 m, 8140-8160 m, 8160-8180 m, 8180-8200 m, 8200-8220 m, 8220-8240 m, 8240-8260 m, 8260-8280 m, 8280-8300 m, 8300-8320 m, 8320-8340 m, 8340-8360 m, 8360-8380 m, 8380-8400 m, 8400-8420 m, 8420-8440 m, 8440-8460 m, 8460-8480 m, 8480-8500 m, 8500-8520 m, 8520-8540 m, 8540-8560 m, 8560-8580 m, 8580-8600 m, 8600-8620 m, 8620-8640 m, 8640-8660 m, 8660-8680 m, 8680-8700 m, 8700-8720 m, 8720-8740 m, 8740-8760 m, 8760-8780 m, 8780-8800 m, 8800-8820 m, 8820-8840 m, 8840-8860 m, 8860-8880 m, 8880-8900 m, 8900-8920 m, 8920-8940 m, 8940-8960 m, 8960-8980 m, 8980-9000 m, 9000-9020 m, 9020-9040 m, 9040-9060 m, 9060-9080 m, 9080-9100 m, 9100-9120 m, 9120-9140 m, 9140-9160 m, 9160-9180 m, 9180-9200 m, 9200-9220 m, 9220-9240 m, 9240-9260 m, 9260-9280 m, 9280-9300 m, 9300-9320 m, 9320-9340 m, 9340-9360 m, 9360-9380 m, 9380-9400 m, 9400-9420 m, 9420-9440 m, 9440-9460 m, 9460-9480 m, 9480-9500 m, 9500-9520 m, 9520-9540 m, 9540-9560 m, 9560-9580 m, 9580-9600 m, 9600-9620 m, 9620-9640 m, 9640-9660 m, 9660-9680 m, 9680-9700 m, 9700-9720 m, 9720-9740 m, 9740-9760 m, 9760-9780 m, 9780-9800 m, 9800-9820 m, 9820-9840 m, 9840-9860 m, 9860-9880 m, 9880-9900 m, 9900-9920 m, 9920-9940 m, 9940-9960 m, 9960-9980 m, 9980-10000 m.

FROM INPUT LTD

4.30.1991 14:34

P. 2

INPUT**PRODUCTION WORK ORDER**

(Please fill out both sides)

DATE IN:

DATE DUE:

ASAP

PROJECT CODE: YE-SAL

AUTHORIZED BY:

Peter Lines

 NEW REPEAT REPEAT W/CHANGE**WORK SPECIFICATIONS**DATE OF PRESENTATION: NA.
Additional information

- 35mm Slides
 Foils
 Exhibits
 Questionnaire
 Letter
 Business Card
 Note Paper
 Newsletter
 News Release
 Form
 Brochure
 Cover Design
 Other

Number of pages submitted 32 Text
Graphics**SPECIAL INSTRUCTIONS**

*Presentation handout form.
 (as per recent European
 Client Meetings).*

PRINTING SPECIFICATIONS

- Quantity/Slides/Folls
 Quantity/Hard Copy
 Paper Size _____ X
 Finished Size _____ X
 Number of Pages _____
 Outside Printer
 Photocopy
 Single side
 Double side
 Three hole punch
 Velobind punch
 Trim to _____ X
 Binding
 Cover
 Paper Color
 Ink Color
 Copyright Paper
 Fold 1/2 fold 1/3 fold
 Pad
 Saddle Stitch
 Box
 Shrink Wrap
 Staple Corner 2 on side

MAILING SPECIFICATIONSEnvelope: No. 10 9 x 12 10 x 13 Reply Envelope Quantity _____
 First Class Bulk Address Labels (Zip Code Order)

Enclosures:

- Letter
 Questionnaire
 Newsletter
 News Release
 Form
 Brochure
 Business Reply Envelope
 Other

Distribution:	Quantity
<input type="checkbox"/> Initial Mailing	_____
<input type="checkbox"/> Shelf Stock	_____
<input type="checkbox"/> NJ	_____
<input type="checkbox"/> DC	_____
<input type="checkbox"/> London	_____
<input type="checkbox"/> Paris	_____
<input type="checkbox"/> Japan	_____
TOTAL	_____

MAIL _____ COPIES DIRECTLY TO:

PETER LINES, INPUT LONDON

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RCV BY:XEROX TELECOPIER 7010 : 4-26-91 11:17AM :

071 629 01794

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4.26.1991 19:17

P. 3

~~SECRET~~

EXECUTIVE
PRESENTATION TO
EUROPOOL

✓ Thursday 25th April 1991

~~SECRET~~ Lucerne
Switzerland.

3000000

2500000

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1000000

500000

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Overall Product and Service Mix
Western Europe, 1990

1990	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	7.84				7.84
Turnkey Systems	9.66	5.14	2.26	2.26	
Applications Software	6.89		5.86	1.03	
Systems Software	10.35		9.72	0.63	
Professional Services	18.66			18.66	
Network Services	3.69				3.69
Systems Operations	1.06			0.20	0.86
Systems Integration	2.42	1.00	0.16	1.26	
Total (rounded)	61	6	18	24	12
Customer Services	14			14	
Equipment	50	50			
Grand Total	125	56	18	38	12
Mix Share	100%	45%	14%	31%	10%

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Overall Product and Service Mix
Western Europe, 1995

1995	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	12.04				12.04
Turnkey Systems	22.71	10.01	6.35	6.35	
Applications Software	19.41		16.50	2.91	
Systems Software	21.41		18.20	3.21	
Professional Services	45.68			45.68	
Network Services	11.05				11.05
Systems Operations	3.19			2.64	0.55
Systems Integration	7.48	2.62	0.49	4.37	
Total (rounded)	143	13	42	65	24
Customer Services	24			24	
Equipment	73	73			
Grand Total	240	86	42	89	24
Mix Share	100%	36%	17%	37%	10%
1990-1995 CAGR	14%	9%	18%	18%	14%

Emerging Alliance Strategies

Core Business Category	Required Additional Capabilities	Strategic Objectives
Computer Equipment	Software Development Software Products Systems Operations	Full Range Services
Telecommunications Equipment Vendors	Software Development	Network SI
Professional Services - Management Consultancy	Software Development Software Products Network Services Systems Operations	Full Range Services
Professional Services - Software Development	Software Products Management Consultancy Systems Operations Network Services	Full Range Services
Systems Operations	Professional Services	Systems Operations
Engineering Products Companies	Professional Services	Support Core Business
Network Services Vendors	Professional Services	Network Services
Telecommunications Service Operators	Software Development	Network SI

Category	Sub-Categories	Definition	Example
1. General Information	1.1 Personal Data	Information such as name, address, date of birth, gender, etc.	John Doe, 123 Main St, 25 years old, Male
1. General Information	1.2 Contact Information	Information such as phone number, email address, etc.	555-1234, john.doe@example.com
1. General Information	1.3 Social Media Accounts	Information such as Facebook, Twitter, LinkedIn accounts.	Facebook: JohnDoe123, Twitter: johndoe
2. Financial Information	2.1 Bank Accounts	Information such as account number, bank name, etc.	Account #123456789, Bank of America
2. Financial Information	2.2 Investment Accounts	Information such as investment portfolio, brokerages, etc.	Brokerage: Acme Investments, Portfolio: S&P 500 Index
2. Financial Information	2.3 Credit Scores	Information such as FICO score, credit history, etc.	FICO Score: 750, Credit History: Good
3. Health Information	3.1 Medical Record	Information such as medical history, doctor's names, etc.	Medical Record: Dr. Smith, Doctor of Internal Medicine
3. Health Information	3.2 Prescription History	Information such as prescription drugs, dosages, etc.	Prescription History: Metformin, 500mg daily
3. Health Information	3.3 Allergies	Information such as known allergies, etc.	Allergies: Penicillin, shellfish
4. Employment Information	4.1 Work History	Information such as previous jobs, employer names, etc.	Work History: Acme Corp, Manager of Marketing
4. Employment Information	4.2 Job Applications	Information such as job applications, resume, etc.	Job Application: Acme Corp, Manager of Marketing
4. Employment Information	4.3 Employment Status	Information such as current employment status, etc.	Employment Status: Full-time Employee
5. Education Information	5.1 Academic Record	Information such as grades, diplomas, etc.	Diploma: Bachelor of Science in Computer Science
5. Education Information	5.2 Course Enrollment	Information such as current courses, etc.	Course Enrollment: Calculus III, Linear Algebra
5. Education Information	5.3 Academic History	Information such as previous academic records, etc.	Academic History: High School Diploma, SAT Score: 1400
6. Legal Information	6.1 Criminal Record	Information such as arrests, convictions, etc.	Criminal Record: None
6. Legal Information	6.2 Legal Cases	Information such as legal cases, etc.	Legal Cases: None
6. Legal Information	6.3 Court Records	Information such as court records, etc.	Court Records: None
7. Social Information	7.1 Social Groups	Information such as social groups, etc.	Social Groups: Acme Corp Employee Network, LinkedIn Group: Marketing
7. Social Information	7.2 Friends	Information such as friends, etc.	Friends: John Doe, Jane Smith
7. Social Information	7.3 Family	Information such as family members, etc.	Family: Mother, Father, Siblings
8. Geolocation Data	8.1 Location History	Information such as past locations, etc.	Location History: Home, Work, Acme Corp
8. Geolocation Data	8.2 Current Location	Information such as current location, etc.	Current Location: Acme Corp
8. Geolocation Data	8.3 Geolocation Requests	Information such as geolocation requests, etc.	Geolocation Requests: None
9. Device Data	9.1 Device ID	Information such as device ID, etc.	Device ID: 1234567890
9. Device Data	9.2 Device Type	Information such as device type, etc.	Device Type: iPhone X
9. Device Data	9.3 Device Settings	Information such as device settings, etc.	Device Settings: Screen Brightness: 50%, Sound Volume: 75%
10. Biometric Data	10.1 Fingerprint	Information such as fingerprint, etc.	Fingerprint: None
10. Biometric Data	10.2 Facial Recognition	Information such as facial recognition, etc.	Facial Recognition: None
10. Biometric Data	10.3 Voice Recognition	Information such as voice recognition, etc.	Voice Recognition: None

**Examples of Information Systems Services
and Management Consultancy Congruence**

- IBM's development of a strategic consultancy capability and the formation of Meritus Consulting Services with Coopers & Lybrand Deloitte.
- Cap Gemini Sogeti's investments in management consultancy firms:
 - United Research
 - Gamma SA
 - MAC Group
- Computer Sciences Corporation's acquisition of the Index Group.
- McKinsey's acquisition of the ~~Information~~ Consulting Group from Saatchi and Saatchi.
- Booz, Allen and Hamilton's formation of an information systems group.
- PA Consulting Groups' acquisition of Pugh-Roberts Associates, a US based high-technology strategic consultancy.

*Il libro non è un
monologo, è una conversazione.*

È un dialogo con i lettori. E questo dialogo nasce dalla tua voglia di parlare, dalla tua voglia di sentire.

È un dialogo che nasce dalla tua voglia di condividere le tue idee, le tue emozioni, i tuoi sentimenti.

È un dialogo che nasce dalla tua voglia di scoprire nuove idee, nuove emozioni, nuovi sentimenti.

È un dialogo che nasce dalla tua voglia di scoprire nuove idee, nuove emozioni, nuovi sentimenti.

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